





## NEWS: EUROPE

# Bundesbank sends out mixed signal

By David Waller in Frankfurt

THE policy-making council of the Bundesbank teased the financial markets yesterday by unexpectedly fixing the "repo rate" - the rate which determines money market interest rates - at 6.25 per cent for next week, fractionally lower than the 6.29 interest rate set in money market operations earlier this week.

The small reduction in the repo rate coincided with the decision to leave the official discount and Lombard rates unchanged at 5.75 and 6.75 per cent respectively, thus providing mixed signals about the timing and scale of future rate cuts.

Markets are expecting money supply and inflation data due next week to provide the development of money supply for further cuts before the end of the year.

The Bundesbank's move to fix the repo rate contrasts with the more usual procedure by

which interest rates are set by bids from banks via a tender procedure. The fixing usually indicates the Bundesbank's desire to give a definite steer to money market developments. In recent months this has served to push rates decisively downwards following cuts in the discount rate.

Yesterday's announcement provided ambivalent signals. It indicated interest rates were still on the way down, although the cut was minuscule, following a fall of 9 basis points from 6.35 per cent in the tender operation earlier this week. Some economists interpreted the move as an indication that the pace of further cuts is set to slow down.

The council meets on two more occasions this year. Future cuts will depend on the development of money supply. Economists believe M3 broad money growth will slow in October to 6.6 per cent, close to the Bundesbank's 4.5-6.5 per cent target range for 1993.

# SPD's leader wins key support

By Quentin Peel in Bonn

MR Rudolf Scharping, the youthful leader of Germany's opposition Social Democrats (SPD), yesterday won vital support from his party conference for his middle-of-the-road platform to regain power in next year's national elections.

After a debate lasting into the early hours of the morning, he persuaded his wavering supporters in the SPD to back a resolution to allow electronic eavesdropping of private homes in the campaign against organised crime.

He won clear endorsement of the use of German troops in UN peacekeeping operations - although equally clear rejection of any use of the military in combat operations outside the Nato area.

He also gained a big majority for a tough economic programme, focused on the fight against unemployment, but stressing heavily the need for strict control of state spending. The three vital resolutions, on the economy, internal security



SPD leader Rudolf Scharping (left) being congratulated yesterday by the party's economics spokesman Oskar Lafontaine

and foreign policy, represented a clear move by Mr Scharping to present his party as a pragmatic alternative to the ruling conservative-liberal coalition headed by Chancellor Helmut Kohl.

Mr Scharping had himself

argued strongly in favour of tougher measures to combat organised crime.

He did so in the knowledge that concern over law and order stands second only to unemployment in the worries affecting German voters.

German car group could save up to DM1bn

# Opel signs cost-cut deal

By David Waller in Frankfurt

UNIONS and management at Adam Opel, the German subsidiary of General Motors, yesterday signed a far-reaching agreement designed to reduce the company's wage costs dramatically over the next four years.

Mr David Herman, Opel's chief executive, put no figure on savings although it is likely costs will fall by between DM500m (£238m) and DM1bn over the period. The agreement, which will be studied carefully by other companies seeking ways to reduce wage

costs without large-scale redundancies, is Opel's response to a steep decline in the German car market. "It is a way of introducing long-term cost-savings without shock therapy," Mr Herman said yesterday, alluding in disparaging terms to Volkswagen's plans to cut costs by introducing a four-day week coupled with reductions in wages and fringe benefits.

The Opel agreement has four central points:

■ Pay rises will be kept to two-thirds of the industry-wide settlement if the pay-rise is more than 2 per cent.

Assuming industry-wide pay increases of 3.5 per cent on average between 1994-97, Opel is likely to save DM500m through this measure.

■ The 13th month of income will be partially subject to productivity increases.

■ Employers and employees will together try to cut absenteeism from 7.5 per cent to 6 per cent, the European average.

■ In return, Opel has postponed a decision to contract out work and has also guaranteed to build the successor to its Vectra model at its Rüsselsheim factory.

# French resist state sales

By David Buchanan in Paris

MORE than 10,000 French public sector workers demonstrated in Paris yesterday against plans by Mr Edouard Balladur's government to privatise their companies.

Leading the protest march from the Eiffel Tower to the prime minister's office were workers from Air France, where the recent strike forced the government to back away

from an austerity plan, and from other state-owned companies slated for eventual sale. These include Renault, the motor group, Bull, which makes computers, Giat Industries, a defence company, and Seita, the state-owned tobacco concern.

Air France's new chairman, Mr Christian Blanc, warned this week that full-year losses for 1993 could be as high as FF77bn (\$1.19bn), compared

with earlier forecasts of more than FF50bn.

An equally large number of workers from Air France, demonstrated in Toulouse, the base of the state-owned aerospace group.

Trade union leaders had called the protest after state-owned companies in September announced planned redundancies of up to 15,000 workers in an effort to make themselves more attractive for sale.

# Employers remain hostile to work-sharing idea

Companies and economists have cast doubt on the latest plan to tackle rising unemployment, writes David Goodhart

THE renewed interest among European governments in work-sharing as a means of combating unemployment has been greeted with scepticism, if not downright hostility, by many of Europe's large employers.

"It is tinkering with the symptoms, not dealing with the disease itself," says Mr Zygmunt Tyszkiewicz, head of the European employers' body, UNICE.

Such scepticism is shared by many labour economists, but it is unlikely to stop momentum building up behind the idea. Interest in work-sharing tends to revive when unemployment is high, but has usually been confined to parties of the left. But this time there are signs of support for work-sharing from centre-right governments in western Europe - France and Germany in

particular - and, crucially, a tentative readiness on the part of workers to countenance pay cuts in line with cuts in working time.

One of Europe's largest companies, Volkswagen, for example, is currently discussing with its employees plans to cut working time and pay, by a fifth to avoid reducing its workforce from 100,000 to 70,000 by 1995.

VW is not necessarily a typical employer: the voice of labour is perhaps stronger at the company than elsewhere because of the strong three-way relationship between VW, IG Metall, the German engineering union, and the Social Democratic state government of Lower Saxony, where the company is based.

But the VW case illustrates that work-sharing takes many different,

and often familiar, forms. The VW plan is a dramatic form of short-time working introduced in response to a slump in demand and designed to prevent the loss of jobs rather than to create new ones.

Most large manufacturing companies in Europe occasionally revert to short-time working when orders fall.

Placing employees on short time is usually cheaper than lay-offs because it is often subsidised by the state and there is no cost in terms of lost skills.

Another important way in which individual working time has been reduced and employment spread among more people is through part-time work, which has grown rapidly, especially in Britain and the Netherlands, in the 1970s and 1980s. But employers appear to dislike the

idea, being promoted by some governments, of reducing the working time of full-time workers, by, for example, cutting one day per week, in order to create more jobs. The French senate, for example, has recently approved proposals to give companies a 40 per cent cut in social charges if they move staff to a four-day week and increase their payroll by at least 10 per cent.

"Of course we all worry about unemployment," says one British employer, "but it is not our function to create jobs. We must concentrate on being as competitive as possible, and these proposals will make competitiveness more difficult."

Mr Peter Reid, of the British Engineering Employers' Federation, says the idea of work-sharing cannot be dismissed out of hand, but he is sceptical about whether unions will

agree to corresponding cuts in pay. Mr Steve Palmer, of the Confederation of British Industry, also says that even if workers did accept pay cuts the result would not be neutral for unit labour costs. "There are all sorts of hidden head-count costs from having a larger workforce doing the same amount of work - the extra training, the cost of recruitment, and so on," he says.

Mr Tyszkiewicz of UNICE points out that employers would have to buy more equipment if they took on more workers on a shorter week.

Supporters of shorter working hours acknowledge some of these difficulties but argue that these extra costs would be a legitimate subject of state subsidy, especially if the state is going to save on unem-

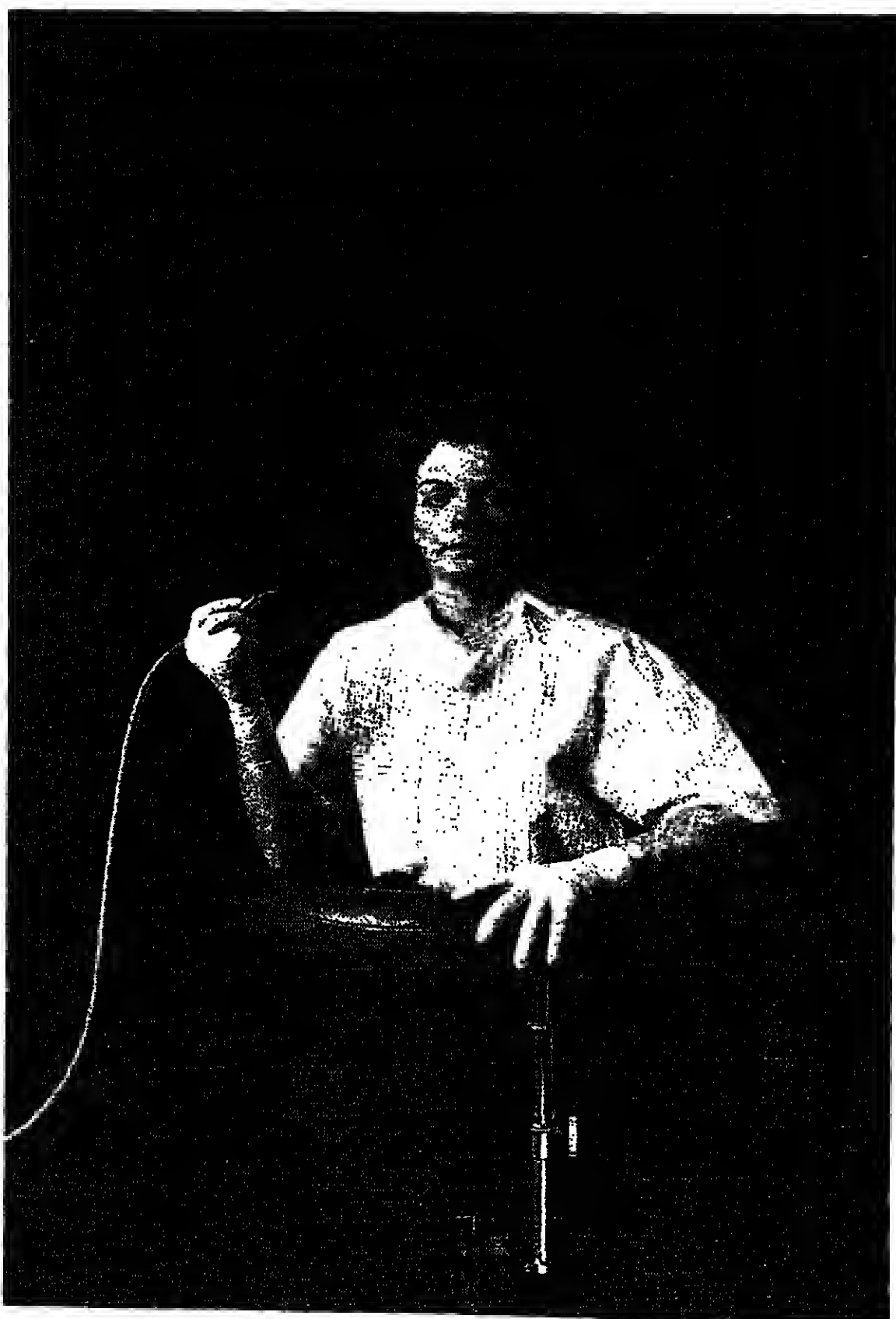
ployment benefit. Ms Pam Meadows, director of the Policy Studies Institute in London, says the state could pay a one-off subsidy, for example, for taking on an extra person.

Supporters also claim that productivity would improve if people were working only four days per week. Mr Tyszkiewicz disagrees, saying he believes productivity would actually suffer.

It is easier for governments to encourage work-sharing in the public sector than in the private sector. The government of the Netherlands has done so by decreasing that no new employee in the public sector will work more than 32 hours per week.

European unions may not like the choice, but work-sharing could be an important test of their commitment to the principle of solidarity.

**THE FINANCIAL TIMES**  
Published by The Financial Times  
(Europe) GmbH, Nibelungenplatz 1,  
60318 Frankfurt am Main, Germany.  
Telephone: +49 69 150 220. Fax: +49  
69 5944481. Telex: 416193. Registered  
by Edward Hepp, Managing Director,  
Printer: DVM Druck-Vertrieb und  
Marketing GmbH, Adolph-Hoerdt-  
Strasse 2a, 60525 Neu-Isenburg (owned  
by Hepp & International).  
Responsible Editor: Richard Lambert,  
c/o The Financial Times, London.  
Number One Southwark Bridge,  
London SE1 1UL, UK. Shareholder of  
The Financial Times (Europe) Ltd,  
London - and P.T. (Germany)  
Advertising Ltd, London. Shareholder  
of the above mentioned two companies  
is: The Financial Times Ltd, London  
1971, Rue de la Loi, 50/500, Brussels.  
Caden 4. Editor: Richard Lambert.  
ISSN: 1148-2753. Commissioner  
Publicité No 676802.  
**FRANCE**  
Publishing Director: J. Reilly, 108 Rue  
de Valenciennes, F-75004 Paris Cedex 01.  
Telephone: (01) 4297-0621. Fax: (01)  
4297-0622. Telex: 34.140.140.  
1971, Rue de la Loi, 50/500, Brussels.  
Caden 4. Editor: Richard Lambert.  
ISSN: 1148-2753. Commissioner  
Publicité No 676802.  
**GERMANY**  
Financial Times (Sonderausgabe) Ltd,  
Vinnitskaya 42A, DK-4161  
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to proceed.  
In the Ukraine, unable and

the WANO governing board  
and deputy general manager of  
Electricité de France, told the

fuels and other factors, which  
the nuclear industry has  
little control.



## Bosnians agree safe passage for aid

By Frances Williams in Geneva

POLITICAL leaders of the three warring factions in Bosnia yesterday signed an accord guaranteeing the safe passage of United Nations humanitarian aid supplies in which more than 3m people depend for survival.

The signing followed a meeting called by Mrs Sadako Ogata, UN High Commissioner for Refugees, which her spokeswoman described as a "last-ditch" effort to unblock the UN aid effort in Bosnia. The relief operation has been increasingly paralysed by interference from the militias of all three sides, including their deliberate targeting of UN aid workers.

Mindful of many broken promises in the past, Mrs Ogata said at the start of the meeting that she was "not asking for new promises, but for deeds". The accord was signed by Mr Haris Silajdzic, the Bosnian prime minister, Mr Radovan Karadzic, the Bosnian Serb leader, and Mr Mate Boban, for the Bosnian Croats.

Ms Sylvana Foa, Mrs Ogata's spokeswoman, said the high commissioner would immediately recommend to the UN secretary-general a resumption of aid deliveries in central Bosnia. These were suspended nearly four weeks ago after a Danish driver was killed and nine other UN personnel wounded in what seems to have been a deliberate attack by Bosnian Muslim forces. However, all sides have blocked aid convoys, sometimes for days on end, or set conditions for allowing them to pass, including the diverting of supplies to their own people.

Mrs Ogata told the Bosnian leaders that they alone bore the responsibility for the suffering in their country. She called for their full co-operation in getting humanitarian aid supplies through to those at risk of death from cold and hunger.

"Your responsibility in preventing further agony is inescapable. If you stop fighting, we can help all communities and look to the future. But if you decide to continue fighting, to continue blocking food, clothing and fuel, and to continue targeting humanitarian workers, then the best efforts of the humanitarian organisations cannot avert further catastrophe," she said.

At minimum, Mrs Ogata said, there should be no fighting along key supply routes in Bosnia when UN convoys passed. She also wanted guarantees that humanitarian aid would not be denied for military or political reasons, and that UNHCR would be able to bring in clothing, shelter material and fuel to prevent death from cold.

## Czechs get more time for shares

THE Czech Republic has extended the registration deadline for a voucher privatisation which aims to sell shares in up to 770 companies with a book value of Kes145bn (23.5bn), writes Patrick Blum in Vienna.

Companies now have until the end of December to register for privatisation, and citizens until December 8 to register for voucher books, compared with an original deadline of December 1 for both.

Mr Vaclav Klaus, prime minister, said the main reason for the extension was to avoid companies having to close their annual accounts twice in one month to provide the full accounts necessary for registration.

## Ukraine ratifies nuclear arms reduction treaty

By Jill Borsley in Kiev

THE Ukrainian parliament yesterday ratified the strategic arms reduction treaty (Start-I), but stopped short of approving President Leonid Kravchuk's promise to become a non-nuclear state.

In closed session, deputies voted 254-9 to destroy 42 per cent of the country's 1,656 warheads immediately, but to dismantle the rest of the weapons "gradually" after certain conditions had been met.

Parliament did not set a time-frame for total disarmament.

# Bonn seeks to patch up an ailing social state

Unification and recession have brought matters to a head, writes Quentin Peel in Bonn



Three weeks ago, more than 100,000 building workers descended on Bonn to protest against the loss of a crucial social benefit, in the largest mass trade union protest in the city for more than a decade.

They were up in arms over the pending abolition of their "bad weather money", a state subsidy given to the building industry to ensure workers are not simply sent home when snow falls in winter.

A few days before, it was the turn of the steelworkers in the Ruhr. They took to the streets over tough new rules on unemployment benefits being introduced by Bonn.

In future, earnings-related unemployment benefits (at around two-thirds of previous income) will not be available for the rest of one's normal working life. They will be restricted to a maximum four years' duration; then jobless workers will have to exist on subsistence-level social assistance.

Both demonstrations revealed the tide of anger sweeping the German labour movement over what unions see as the demolition of their prized welfare state. They also underlined the remarkable generosity of the German system in recent years, and one of the reasons why it is now under unprecedented pressure.

For 20 years, the crisis of the social system has been under debate. The demographic pressures of an ageing population, combined with a falling birth rate and shrinking workforce, have been clear. Today, one in five of the population is 20 or younger, and one in five is 60 or older. By the year 2000, the over-60s will total one in four. By 2030, 38 per cent will be over 60, and only 16 per cent of the population under 20.

In less than 30 years, a declining working population will have to finance the social costs of roughly the same number of people who are either too young or too old to work.

Two developments have now brought matters to a head. Not only the conservatives and liberals in the ruling coalition,



Run-down housing in east Germany. Unification with the east has brought almost 17m potential new claimants expecting full benefits into the German social state

but also the social democrats in opposition, are looking for ways to reform the social state.

The first change was unification. Suddenly, almost 17m potential new claimants have been brought into the social state in east Germany, expecting full benefits, but only now beginning to make their contributions. Total social spending rocketed from DM744bn (225bn) in 1990 to DM1,001bn (237bn) in 1992 thanks to huge new demands on the pensions and unemployment funds.

Second has come the sharp recession since the war, and with it new levels of unemployment in both halves of the country, forecast to reach more than 4m next year, or over 10 per cent. That has reduced social insurance contributions just as the costs shoot up.

A third factor has also served to concentrate the minds of the political establishment on the financing of the welfare state: the campaign to introduce a new pillar in the social system, called nursing care insurance.

The scheme is intended to provide guaranteed residential care for some 1.65m old and handicapped people needing constant nursing care, at a cost

of some DM13bn a year. It is supposed to stand alongside the existing pillars: pensions, health care, and unemployment and accident insurance.

Chancellor Helmut Kohl and his labour minister, Mr Norbert Blum, have staked their political reputations on getting the scheme made law before next October's elections. It is, in a way, a defence against the charge that they are seeking to dismantle the welfare state.

Everyone agrees that such a system is desirable. But practically no one can agree on how to finance the costs, which seem certain to soar in line with the demographic trends.

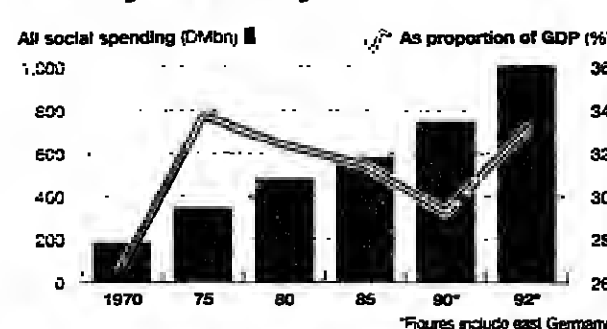
It has focused attention precisely on the way in which

social welfare is paid for - through employers' and employees' contributions, not through the central exchequer.

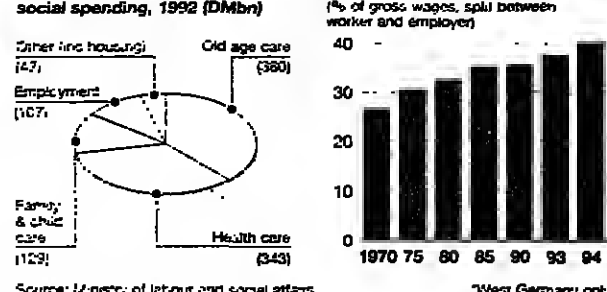
The result of this is that rising welfare costs are reflected instantly in rising labour costs, and thus in the fraught question of German competitiveness on the world market. Combined social insurance costs have risen from 35.5 per cent of gross wages in 1970, to a forecast 40.2 per cent next year (assuming the 1 per cent nursing care insurance premium is introduced).

The entire business community is up in arms over those rising "ancillary costs" of labour, and in particular over the plan to impose the further

### Germany's welfare system



Figures include east Germany



Source: Ministry of Labour and Social Affairs

Germany. The answer, they believe, is to switch that burden to the taxpayer.

It would be more fair and would remove the immediate visible pressure on wage costs. The SPD proposes that the tax burden should be borne by the highest income-earners, and possibly by a wealth tax.

On the other hand, the contributions-based system means that workers and employers are acutely conscious of the costs of the social state, and therefore exert political pressure to keep it under control. Shifting part of the burden to taxation would not bring the real costs of the system down.

Mr Johann Eekhoff, state secretary in the economics

ministry, argues that it is essential to extend working lives, and counter the trend to early retirement. "We need more income for the social security system," he says. "That need not come from higher contributions, if we can reverse the current trend, and actually extend normal working lives."

He also argues in favour of a longer working week, and a restriction on the normal time spent in higher education: the average German university graduate is 22.

But at a time of rising structural unemployment, those are solutions bitterly opposed by the labour movement, which wants working time cut to create more jobs. Employers are also keen to use early retirement as a relatively painless way to reduce workforces.

Meanwhile, the government is seeking to cap its social spending commitments - for example by a 3 percentage point cut in unemployment benefits, abolishing the "bad weather money" and putting a time-limit on earnings-related benefits - in a small way, without tackling the underlying challenge.

It did the same with the package of health reforms introduced last January, restricting benefits in the short term, but not changing the open-ended structure of a system whose costs are geared to rise inexorably with an ageing population.

So far, the problems in the social state have been all too clearly identified. Long-term solutions are in desperately short supply.

This is the fifth article on welfare states around the world. Previous articles appeared on October 23, November 3 & 17

### NEWS IN BRIEF

## Romanian demo demands reform

SOME 40,000 Romanian union members yesterday marched through Bucharest demanding the government speed up market reforms or resign, writes Virginia Marsh from Bucharest.

The march, organised by the CNSLR-Fratia confederation, which represents a third of the workforce, was one of the largest such demonstrations since the overthrow of the Ceausescu regime in 1989.

An 11-point statement demanded that the government - a left-wing minority which includes many senior former communists - begin real privatisation and restructuring of the state sector; invest in public works and infrastructure projects; take concrete steps to fight corruption; develop a better social security system; and establish the minimum wage at 60 per cent of the average wage.

## Brussels opens consumer debate

The European Commission yesterday launched a pan-European debate on how to settle serious consumer complaints about goods and services bought from other EU member states, writes Andrew Hill from Brussels.

Mrs Christiane Scrivener, consumer affairs commissioner, said legal and judicial barriers impeding the growth of cross-border shopping had to be broken down. "The confidence of consumers is an essential condition for the success of the single market," she said, launching a discussion document on improving consumer "access to justice" in the single market.

## Cragnotti may surrender soon

Mr Sergio Cragnotti, the former Ferruzzi group executive against whom Milan magistrates issued an arrest warrant this week, may give himself up to police shortly, according to his defence lawyer, writes Haig Slingsby from Milan.

The warrant against Mr Cragnotti, who left Ferruzzi in 1990 to set up his own merchant banking group, is part of a new sweep against suspects, including Mr Enrico Braggiotti, the former chairman of Italy's prestigious Banca Commerciale Italiana. Both are being sought in investigations into the affairs of the troubled Ferruzzi group. Mr Cragnotti was a close aide to Mr Raul Gardini, the former Ferruzzi boss who shot himself last July. Mr Braggiotti is his main banker.

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## NEWS: THE AMERICAS

## Inflation still enemy of US economy, says OECD

Report views policy today as stimulative rather than neutral, even as it forecasts moderate growth, writes Michael Prowse

THE Organisation for Economic Co-operation and Development's advocacy of higher US interest rates may seem surprising given its relative optimism about the US inflation outlook and its projection of growth, moderate by the standards of past business cycles.

The Paris-based research body of the industrialised countries is forecasting a slight decline in US consumer price inflation to 2.7 per cent next year against 2.8 per cent this year. Gross domestic product growth, meanwhile, is expected to accelerate slightly, to 3.0 per cent against 2.8 per cent this year. This would reduce the jobless rate (on the present definition) to 6.4 per cent by the end of next year, high enough by most economists' reckoning to sustain downward pressure on wage inflation.

Had the OECD been using the US labor department's new series for unemployment, however, it might have forecast a jobless rate of close to 7 per cent by the end of 1994.

Many economists will argue that such an outlook does not warrant more than a light touch on the monetary brakes. Yet OECD officials say the Federal Reserve should raise short-term interest rates from 3 per cent today to close to 5 per cent by the end of next year.

Much of the increase, moreover, should occur in the first half of next year. The OECD starts from the assumption that inflation of about 3 per cent is too high. Mr Alan Greenspan, the Federal Reserve chairman, is taken at his word when he says he wants to reduce inflation to the point where it no longer influences business decisions. That, argues the OECD, means a rate of about 2 per cent. Reducing inflation significantly while a business is upswing is under way requires a significant tightening of monetary policy.

OECD officials argue that US policy today is stimulative rather than neutral. They estimate that inflation-adjusted short-term interest rates have averaged about 1.25 per cent since 1980. A neutral monetary policy would thus require short-term rates of about 4.25 per cent rather than 3 per cent. The issue is thus when to "rein in the stimulus".

Then there is the problem of policy lags. The US needs to raise interest rates, argues the OECD, not to fight inflation next year, but to ensure that it does not get out of hand in 1995 and 1996. The longer the Fed postpones a policy adjustment the larger will be the required increase in rates.

Economists at the OECD argue that if short-term rates are raised to about 5 per cent by the end of 1994 and held there for a year, no further tightening would be needed. The peak of interest rates in this cycle would be a relatively benign 5 per cent, compared with about 9 per cent in the late 1980s. A reduction in rates might be feasible in 1996 - which would be politically convenient as that is an election year.

The OECD's overall assessment of US trends is positive. It notes that projections of 3 per cent growth and only a modest decline in the jobless rate will strike many Americans as disappointing. But "it is actually rather satisfactory, given the weakness of export markets and the ongoing structural adjustments that must be faced".

It expects a cyclical increase in the US current account deficit, from 1.1 per cent of GDP in 1992 to 2 per cent in 1994, but does not view this with alarm because it reflects faster growth of demand in the US than elsewhere. Despite the higher deficit, "the very favourable cost position of US manufacturers ought to boost the US share of export markets".

The OECD praises the Clinton administration's efforts to reduce the budget deficit, but it warns that the big increase in tax rates on high earners may raise less revenue than expected. And it notes that the ratio of debt to GDP will continue to rise. In 1997, when the economy is expected to be at full employment, the deficit will be "disappointingly large, at over 2½ per cent of GDP".

In a lengthy assessment of US productivity trends, the OECD concludes that the US is still easily the world's most productive economy. But it warns that "the US productivity standard is likely to be surpassed in the next decade or so by a number of countries" because most other industrial economies are saving and investing more of national income than the US.

The OECD claims there is no convincing evidence as yet that the recent wave of corporate restructuring has significantly raised the US trend rate of productivity. And it warns that "growing skill-based disparities in employment and earnings have the makings of a major social problem".

## US Economic Outlook

(% change in volume from previous period, seasonally adjusted at annual rates - 1987 prices)	1992			1993			1994		
	I	II	III	I	II	III	I	II	III
Private consumption	2.8	3.2	2.8	2.8	3.5	2.5	2.6	2.6	2.6
Government consumption	-0.1	-0.8	-0.3	-2.6	1.4	-0.9	-0.7	-0.7	-0.7
Gross fixed investment	8.2	9.5	9.2	11.0	7.1	10.0	9.7	9.7	9.7
Stockbuilding	16.3	7.4	8.6	5.4	5.5	10.0	8.8	8.8	8.8
Residential	2.9	10.4	8.4	13.2	7.7	10.0	10.0	10.0	10.0
Non-residential	2.5	3.4	3.2	2.9	3.7	3.1	3.1	3.1	3.1
Final domestic demand	0.3	0.2	0.1	0.5	-0.3	0.3	0	0	0
Total domestic demand	2.9	3.6	3.3	3.8	3.4	3.4	3.1	3.1	3.1
Exports of goods and services	6.4	3.1	4.9	1.8	3.4	5.1	5.9	5.9	5.9
Imports of goods and services	8.7	9.3	7.3	10.5	6.3	7.7	7.5	7.5	7.5
GDP at constant prices	2.6	2.8	3.0	2.3	3.0	3.0	2.9	2.9	2.9
GDP at current prices	5.5	5.8	5.4	5.5	5.1	5.5	5.3	5.3	5.3
Memorandum items									
Private consumption deflator	3.3	2.8	2.7	3.1	2.2	2.9	2.8	2.8	2.8
Unemployment rate	7.4	6.8	6.5	7.0	6.7	6.6	6.4	6.4	6.4
Three-month Treasury bill rate	3.4	3.0	4.1	3.0	3.0	3.7	4.5	4.5	4.5
Ten-year Treasury note rate	7.0	5.8	5.5	6.1	5.6	5.5	5.9	5.9	5.9
Net lending of general government									
\$bn	-289	-244	-185						
Per cent of GDP	-4.5	-3.8	-2.9						
Current account balance									
\$bn	-66	-107	-135						
Per cent of GDP	-1.1	-1.7	-2.0						

1. The yearly and half-yearly rates of change refer to changes expressed as a percentage of GDP in the previous period. Source: OECD estimates.

## Strike disrupts American Airlines

By Richard Tomkins in New York

FLIGHTS operated by American Airlines, the second biggest US carrier, were severely disrupted yesterday as the airline's flight attendants started an 11-day strike over changes in working conditions.

The company struggled to keep services running with a combination of non-striking attendants and employees seconded from other duties, but many flights were cancelled or delayed. Other carriers undertook to take passengers to their destinations.

The flight attendants' union, the Association of Professional Flight Attendants, has called out its 21,000 members at American Airlines following the breakdown of talks on new labour contracts.

American Airlines is seeking to cut costs by reducing staffing levels on some flights and changing the attendants' holiday and pension arrangements.

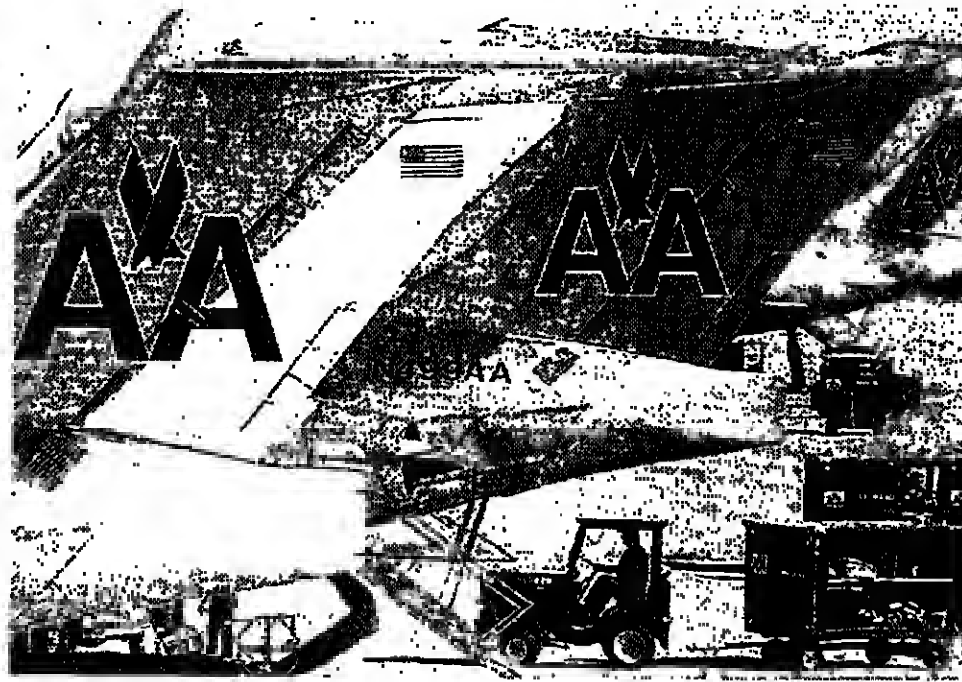
In return, it is increasing the attendants' pay by amounts averaging 7.8 per cent a year for the next four years. The flight attendants' union says the changes in conditions are unacceptable.

American Airlines believes it can ride out the strike by supplementing non-striking attendants with management and clerical grades who will serve drinks and meals.

It says employees failing to cross the picket lines will lose their jobs.

The dispute is casting a cloud over attempts by the beleaguered US airline industry to restore profitability by securing employees' agreement to cuts in labour costs.

All the large carriers are under pressure to change working practices because of the entry into the domestic market of rapidly-expanding carriers like Southwest Airlines which operate at far higher levels of productivity.



Ground crews service American Airlines in Texas as management and union continue talks

## World Bank economists give warning on Brazil

By Stephen Fidler, Latin America Editor

INSTABILITY in Brazil threatens the deregulation of the economy achieved since 1990, two World Bank economists warn in a report published today. The report, *The State and Private Sector in Brazil*, by Geoffrey Shepherd and Paul Holden, argues that experience in other countries suggests microeconomic reforms rarely survive for long in unstable conditions.

"If instability remains at current levels or worsens, the deregulation achieved since 1990 will be threatened," it says. Inflation in Brazil is running at about 35 per cent a month and mostly above an annual 800 per cent since 1997.

The economists point to dangers of using the exchange rate as an inflation-fighting tool. The danger is that in these circumstances, governments

may lower the cost of foreign exchange to cheapen imports and provide some short-term inflation relief.

This could lead to a balance of payments deficit and consequent import controls to preserve foreign exchange reserves. Instability would make it difficult for companies to restructure to compete with new imports. Reform in this context would therefore be viewed as a failure.

Brazil's stock market has risen this week on reports that the government would create a new inflation index, to be adjusted in line with the exchange rate. Such an index, to replace existing indexes for taxation, public sector tariff and interest rate purposes, would be interpreted as a first step to some kind of exchange-rate anchor.

The report, to be presented to a conference organised by the World Bank in São Paulo

today, views the prospects for stabilising the economy as poor, in the short-term at least, because of political uncertainty.

"Many forces in society, including the banks now have an interest vested in the continuation of inflation," it adds. A reduction of inflation will "threaten the solvency of some banks". By the state sector, many banks are in practice already insolvent and kept alive by central bank credit.

The report concludes that economic instability, and in particular the repeated attempts since 1986 to tackle inflation through shock programmes, is severely impeding the private sector, which none the less is among the largest and most diversified in any developing country.

Brazil's informal sector accounts for some 35 per cent of GDP and over 60 per cent of employment.

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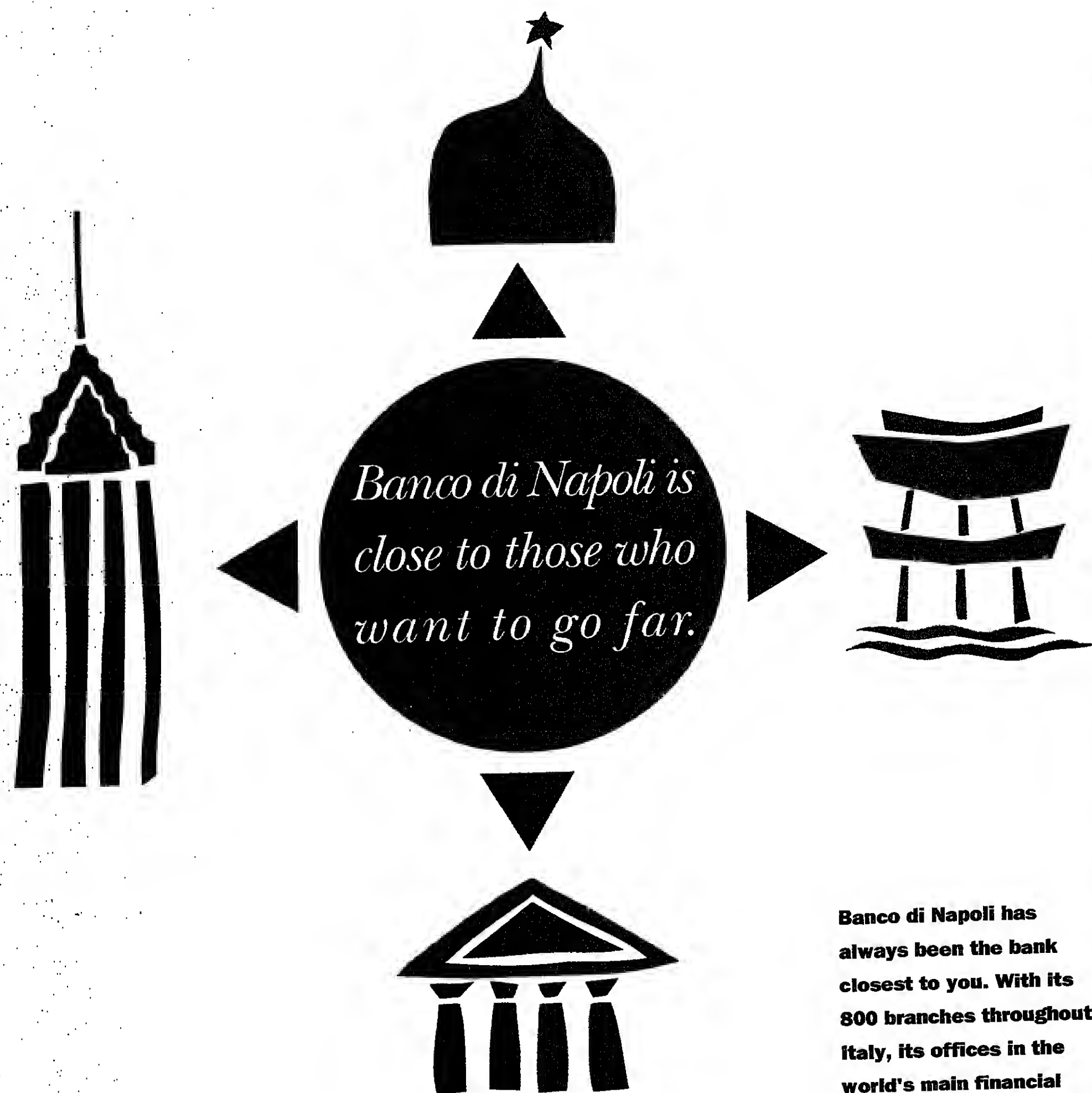
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# Salinas sees his big gamble vindicated

By Damian Fraser  
in Mexico City



**NAFTA** PRESIDENT Carlos Salinas's huge gamble in embracing the North American Free Trade Agreement more than three years ago has been vindicated by the decision of the US House of Representatives to support the agreement, but the costs of ratification have been higher than he could have ever imagined.

The agreement – still to be ratified by the US and Mexican Senate but certain to be passed by both – is widely considered the most important economic and foreign policy initiative taken by Mr Salinas in his five-year administration, and possibly by any Mexican president in decades.

The pact formally reverses generations of Mexican nationalism, and would in all likelihood lock in the pro-market economic reforms of the Salinas government for the foreseeable future.

"It is a turning point for Mexico," says Lorenzo Zambrano, the chief executive of Cemex, the giant Mexican cement company. "It guarantees the change from a closed protected economy to an open, competitive one."

Other Mexicans see the treaty in almost metaphysical

terms. "Nafta buries the Mexican revolution," says Mr Homero Aridjis, a poet and ecologist. "It is the end of an epoch and a new economic revolution will start."

The agreement's approval would come as a personal boon to the president, who had staked much of his personal prestige on the treaty. It should also make next year's presidential election easier for Mexico's ruling party, from which Mr Salinas is prevented from standing.

Rejection of the treaty would have played into the hands of the nationalist left, which has long criticised Mr Salinas's zeal in embracing the US and free trade in one fell swoop.

The accord's passage is expected to have some short-term economic benefits. "This is good news for the economy," said Mr Timothy Heyman, head of Baring Securities in Mexico City. "It will increase investment, lower interest rates, and raise growth."

Nevertheless, despite the short-term optimism, few believe competition with the US will be easy. Mexican wages are about a fifth lower than the US, but productivity is much less.

Many Mexican companies are already finding it tough to survive with average tariffs of more than 10 per cent. Some sectors, such as agriculture, are now largely closed to imports, but will be opened up under the agreement, and are

expected to suffer.

While the treaty should raise productivity and draw investment, inefficient businesses will likely fail. The process of industrial restructuring, which has been going on since Mexico joined Gatt in 1986, has already helped push unemployment up, and cut economic growth to an expected 1.1 per cent this year.

The battle for Nafta's ratification has also been politically costly for Mexico's government, which has, for example, made last-minute concessions in sectors such as agriculture that it vowed not to make.

The constant attacks on Mexico's authoritarian political system, abject poverty and corruption by US critics of Nafta have hurt the ruling party and Mr Salinas.

In trying to persuade the US to support Nafta, Mr Salinas has given in to US pressure on one issue after another – on entry of Chinese or Cuban immigrants to Mexico, the results of local elections, and future increases in the country's minimum wage.

But Nafta's passage should help Mexico in its quest to join the Organisation for Economic Development and Co-operation. By removing the cloud of uncertainty over the economy, the agreement should accelerate the process of Mexico gaining investment-grade status on its debt, a long-sought goal that would truly put to rest the debt crisis of the 1980s behind it.



**HAMMERING THE POINT:** President Clinton tells journalists and supporters after Congress passed Nafta that its passage was a "defining moment" that would help America shape the 21st century

# Clinton got his backing at a bargain price

IT WAS a deal the president could not refuse: support for his tax programme from the powerful chairman of the Senate finance committee in exchange for approval of a sugar price support scheme.

That was the bargain made in 1991 by President Ronald Reagan, the proclaimed free trader, with Senator Russell Long of Louisiana.

The effects are still being felt. The tax cut added billions to the US budget deficit and the sugar programme curbed developing country exports to the world's most lucrative sugar market.

The deals cut by the administration of President Bill Clinton to get House approval for the North American Free Trade Agreement pale in comparison. As set out in a letter to various congressmen, they are long on expressions of concern but carefully hedged by conditions which ought not tie US negotiators' hands in the Uruguay Round. They could result in some industry protection, but mostly the pacts appear useful in providing political cover for pro-Nafta congressmen.

On textiles for example, the president promised to dedicate an additional \$15m for enforcement of Customs regulations and the hiring of 136 new Customs Service employees to detect transshipment and other illegalities. He reassured congressmen that China would get no quota increase from the Uruguay Round – until it becomes a signatory to the General Agreement on Tariffs and Trade – and agrees to open its markets to US textiles and apparel.

He vowed to negotiate the longest possible phase-out of textile quotas. If the six-country Association of South East Asian Nations, the Caribbean countries and Ireland will support a 15-year phase-out period, the US will seek to re-open the current text – to negotiate acceptance of such a proposal.

With respect to textile tariff cuts – a key to the tariff reduction talks in Geneva – the president says these should be staged over a period: "at least as long as the phase-out of the MFA (the Multi-Fibre Arrangement)". Furthermore, he promised not to include "sensitive products", such as wool, until the end of the phase-out.

One of the most satisfied deal makers was the Florida Congressman Clay Shaw, who had demanded extradition from Mexico of a man wanted in California for the rape of a child.

He said he had received assurances from the Mexican government that the extradition treaty would be honoured.

period, and to work with the industry and Congress to determine which products are the most sensitive.

In talks between the US and European Union industries, the president "would not anticipate going substantially beyond our current proposals on sensitive products".

**The administration won the support it needed in congress for Nafta without tying its trade negotiating hands, writes Nancy Dunne**

On another deal concerning imports of peanut products from Canada, the president ordered the agriculture secretary to begin talks with the Canadian government "to remedy the increase in imports".

He also requested the US International Trade Commission, an independent bipartisan agency, to investigate the imports to see if they are undermining the US price support programme. This ultimately could lead to higher tariffs or quotas against Canadian peanut butter.

Congressmen involved in a deal over citrus would not release their presidential letters. However, one said it contained a promise not to cut the US citrus tariff by more than 25 per cent in the Uruguay Round.

Backers of beef producers were also reluctant to release their letters. However, one said the president had promised to abide by an established US-Mexican agreement, predating Nafta, which would allow US meat inspectors to visit Mexican facilities during on-going investigations without advance notice. He also agreed to boost the number of inspectors from 250 to 350.

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# Canada gives priority to anti-dumping issues

By Bernard Simon in Toronto

CANADA is urging the US and Mexico to set up a high-profile mechanism to negotiate new anti-dumping and subsidy rules within a specific time frame under the North American Free Trade Agreement.

Mr Jean Chrétien, Canada's prime minister, is expected to tell President Bill Clinton when the two men meet in Seattle today that Canada's implementation of Nafta on January 1 is conditional on the creation of working groups, or similar bodies, to deal expeditiously with these issues.

Mr Roy MacLaren, Canada's trade minister, yesterday indicated, however, that the new Liberal government, which came to office last month, was unlikely to delay Nafta's implementation.

US anti-dumping and countervailing actions have been at the heart of several acrimonious trade disputes with Canada over the past few years, including softwood lumber and pork. Most recently, Washington has threatened to act against alleged subsidies on Canadian durum wheat.

"At the very least, the government wants to ensure that the anti-dumping issue is front and centre," a senior official said yesterday. Nafta already provides for a working party on trade and competition policy, and for further examination of subsidies.

Canada's concerns on subsidies would be substantially addressed by a successful conclusion of the Uruguay Round of multilateral trade negotiations. But the Uruguay Round would do little to reform anti-dumping rules.

Nafta's approval by the US House of Representatives had little impact on Canadian financial markets yesterday. Nafta is expected to have a far smaller impact on the Canadian economy than the four-year-old US-Canada free trade agreement. Canada's trade with Mexico totals about C\$3bn a year, a fraction of its trade with the US.

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# Apec envoys heave sighs of relief

By George Graham in Seattle

MINISTERS and officials at the Asia-Pacific Economic Co-operation meeting in Seattle expressed relief at President Bill Clinton's Nafta victory in the House of Representatives on Wednesday night.

Although delegates have carefully avoided saying that a defeat would turn Mr Clinton into a lame duck host for this 15-country gathering, officials clearly believe that the US president will now be in a much stronger position to provide leadership for Apec.

"He'll come here as a stronger duck," said Mr Peter Cook, Australia's trade minister.

Mr Roy MacLaren, Canada's international trade minister, said after the vote: "Certainly, it seems to me to strengthen President Clinton's presentation of himself as a man committed to free trade and liberal trade on a global basis."

Apec delegates had been at pains to point out a bright side for their organisation whether Nafta won or lost. Mr Philip Burdon, New Zealand's minister for trade negotiations, said that while Apec would complement Nafta, in the event of failure it would have become a fallback position.

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# France urges US to make fresh Gatt proposals

By David Buchan in Paris

FRANCE said yesterday it was now up to the US to produce "new proposals" to bring the Gatt negotiations to the same successful conclusion as the Nafta accord.

Mr Gérard Longuet, France's foreign trade minister, said the ball was now in the court of the Clinton administration which could and should henceforth "devote itself fully to the Uruguay Round". Reports from the US agriculture department that Washington was ready to discuss the Blair House farm trade agreement, as demanded by France, were welcomed in Paris.

But Prime Minister Edouard Balladur warned against any attempt to present France with a take-it-or-leave-it Gatt accord hours before the December 15 deadline for the Uruguay Round. French officials said Paris would need sufficient notice of any agreement so it could consult all parties and its parliament. The French premier reiterated that a Gatt accord would need unanimous approval by European Union countries, giving France an effective veto.

In response to suggestions Mr Balladur should now show the same political courage as President Clinton in facing down protectionists in his own party, a senior French official said yesterday France "is not in the same phase of economic growth as the US and therefore does not have the same room for manoeuvre" in negotiations.

French officials also criticised the tactics of Mr Peter Sutherland, the Gatt director general, for "pretending that the so-called Dunkel draft final agreement had the basic agreement of all parties" and diverting the Geneva negotiations onto other issues. Many Gatt participants, including the US and the EU, still had serious problems with the Dunkel draft of 1991.

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# Companies fire off a round of applause

By Frank McCarty in New York

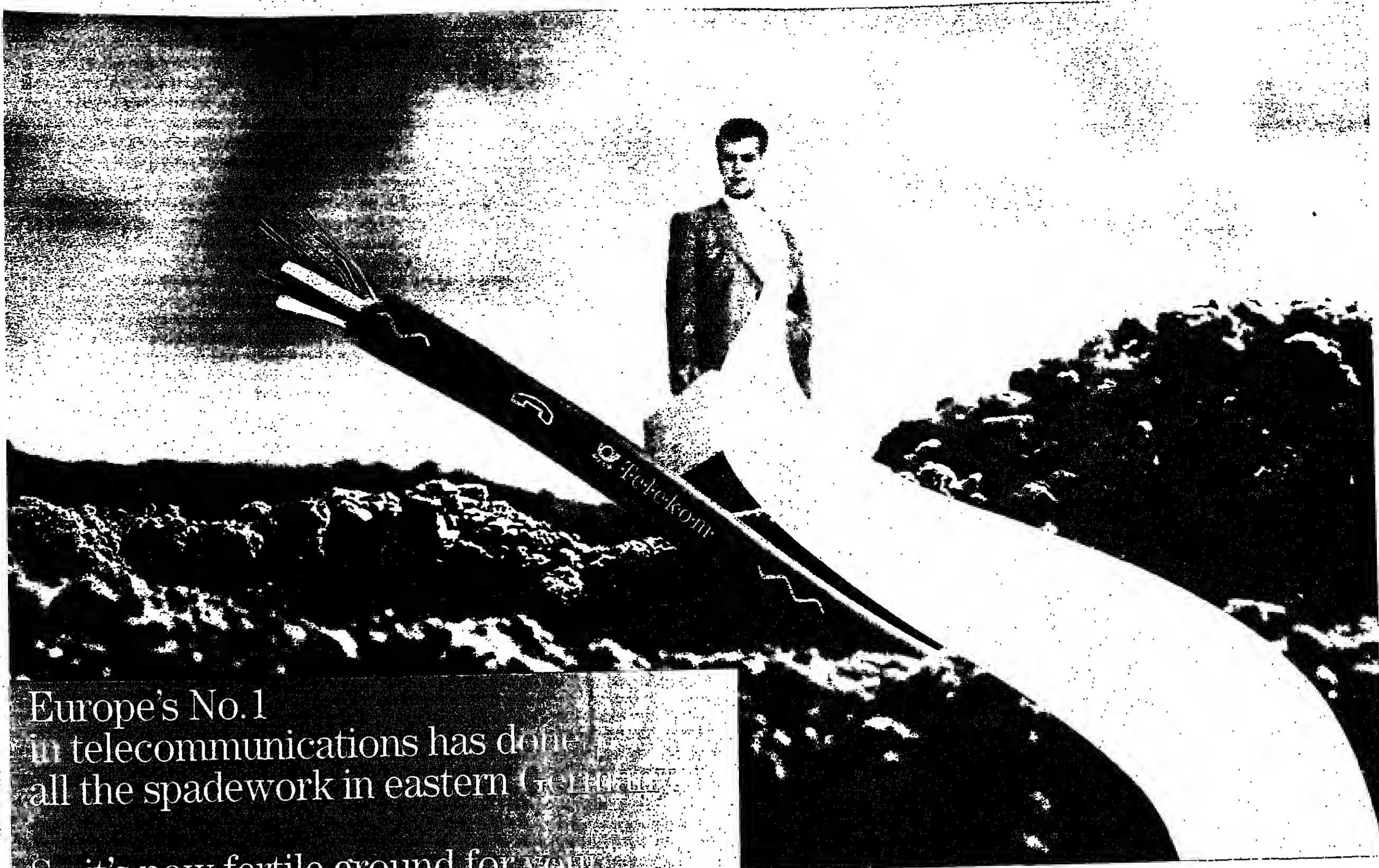
PASSAGE of the North American Free Trade Agreement by the House of Representatives was applauded by the US business community yesterday and roundly condemned by trade union officials.

Business leaders from many industry sectors praised the agreement, saying it would boost exports by US companies to Mexico and Canada, create jobs for American workers and enhance the role of the US as an advocate of free trade.

In remarks that captured the general tone of the reaction, Mr John Smith, chief executive of General Motors, said: "By saying Yes to Nafta, the House had made good on a great window of opportunity for America. For the first time, American-made products will be able to compete fairly in Mexico without the burden of tariffs and other barriers."

Most union officials vowed to continue their fight against the agreement and repeated warnings to legislators who supported it. "American workers will not forget... those succumbed to the





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## NEWS: INTERNATIONAL

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By Richard To  
in New York

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Abacha: broader base

## Nigeria awaits news of political future

By Paul Adams in Lagos

GENERAL Sani Abacha, Nigeria's former defence minister who assumed power on Wednesday, was last night expected to announce the formation of a new military-backed government.

But army officials suggested that Gen Abacha, who deposed Chief Ernest Shonekan, the civilian head of state, would seek a broader base of civilian support especially amongst elder statesmen than that enjoyed by the interim government.

The strikes and protests of early this week gave way to

calm in the half empty streets of Lagos yesterday as Nigerians awaited the outcome of talks between the top military officers.

Even in Lagos, where the dominance of the mainly northern military elite is deeply resented, there was cautious optimism over Gen Abacha's takeover. It may reflect, however, a resentment that Mr Shonekan agreed to serve the military administration which last June deprived a fellow southerner of the presidency.

Chief Moshood Abiola won the poll which was annulled by the military. Lagos is the home state of both men.

“Shonekan's government was just getting in the way of any resolution of the political deadlock,” said a pro-democracy campaigner.

“If you are going to rule Nigeria you have to have either a mandate from the people or a gun in your hand. Shonekan had neither,” said a leading banker in the commercial capital.

The interim government lacked credibility from the start being handpicked by Gen Ibrahim Babangida after his resignation at the end of August. It was handicapped by its inability to legislate by decree or to govern through

the National Assembly.

Last week's high court ruling in Lagos that the interim government had no legal basis and the popular protest at the rise in the fuel price damaged Mr Shonekan's standing.

The police have declared demonstrations illegal and the Campaign for Democracy, which led the opposition to extended military rule through civil protests in July, has called off its two-day demonstration in Lagos.

Crowds burning barricades in Lagos' main road were dispersed in the morning but apart from the detention of several civilians there was little tension.

There were minor protests in the northern city of Kaduna and serious disturbances at the country's main petrochemicals and refinery complex in Eleme near Port Harcourt, where angry crowds blocked access to the plant and protested against the central government for diverting oil revenue from the region. It is among the poorest and least developed in Nigeria, despite producing most of the country's exports.

Public transport remained scarce and fuel hard to find with most filling stations closed on the fourth day of the general strike.

Gen Abacha has made his base at Dodan Barracks in Lagos, and seems likely to reverse the move to the new federal capital of Abuja by Nigeria's last military ruler, Gen Ibrahim Babangida.

The talks to end the general strike by the Nigeria Labour Congress (NLC) over the 600 per cent rise in the fuel price last week were scheduled to be in Abuja on Thursday but are have been suspended, until there is a new government.

The National Assembly in Abuja has been sealed off by security forces and local government councils were dissolved last week.

## A decisive push against Japan's old system

William Dawkins and Robert Thomson on the vote by MPs for new electoral laws that stunned LDP

CHEERS broke out yesterday afternoon in the normally sedate Japanese parliament as 10 opposition Liberal Democratic party members filed up to the podium to vote with the government.

Each man solemnly handed in a white tile, signifying that he had flouted party instructions and supported the government's four political reform bills designed to sweep aside the scandal-prone political system which kept the LDP in power for 38 years until last July.

Clapping broke out on the coalition benches, where the prime minister Morihiro Hosokawa was seated, faintly smiling, surrounded by his rag-bag seven-party coalition, stretching from religious right through liberal to socialist.

Silence hung over the other side of the house as grim looking Mr Yohei Kono, LDP president, reflected on his party's second humiliation since losing a vote of no confidence in June. With the help of those LDP defectors, the reform plans swept through the lower house yesterday with a majority of 270 to 226, far larger than expected.

The vote was another decisive push against the remains of the old structure of Japanese politics, clearing the site for a re-alignment of parties and politicians.

The LDP's fate exposes the inability of long-time politicians to recognise that the rules of the game have changed, and that their orderly queue for a ministerial post or a prime ministership may have to be re-formed elsewhere.

With the LDP now fearing that it will go down for a third time, perhaps at an election late next year, Mr Hosokawa's pledges to transform the style and substance of Japanese politics are gradually being fulfilled.

The manner of his victory yesterday was a departure from the tradition of consensus-seeking on important legislation, and will add to a personal popularity based on the public perception that he is at

least trying to be honest.

But Mr Hosokawa's power is linked to the continuation of his diverse coalition, united only by the desire for political reform. Other coalition members have their own visions of the political realignment that will follow.

These visions do not necessarily include Mr Hosokawa and could transfer the drama of politics back from the public stage of parliament to the backrooms of the Tokyo political district, where a fine public image does not count for much.

The legislative reforms, still to be passed by the upper house of parliament, will end the present multi-seat constituency system, blamed for encouraging corruption by promoting intense competition among and within parties to

The success of his personal style of politics has ensured that change has swept onwards

raise campaign funds.

Under the old system, politicians courted construction companies with promises of huge public works investments that would be directed towards them, as a result of which more than 20 executives and local politicians are being questioned by public prosecutors.

The proposed system is a mix of UK-style first past the post single-seat constituencies and continental European-style proportional representation. There will also be tough controls on corporate donations, and a fixed system of public donations.

The dangers ahead for Mr Hosokawa come not from a crippled LDP, but from the power struggle that will now take place within the coalition. He has reason to fear Mr Ichiro Ozawa, the main power broker in the coalition who was co-founder of the LDP splinter

group that brought down the former government.

Mr Ozawa was a valuable ally earlier this week when he used his knowledge of the LDP to undermine its unity. Now he wants LDP defectors for his party, the Japan Renewal Party.

There is talk of a JRP merger with another coalition member, Komeito, the Clean Government Party, linked to an influential but murky Buddhist movement, the Soka Gakkai, to form a mainstream centre-right grouping. The ambitious Mr Ozawa has never hidden his desire for a system of two conservative groupings.

But for now, the wily Mr Ozawa needs the honest Mr Hosokawa's popularity. Mr Ozawa has been forced to wait behind the scenes because of a poor public profile, stained this month by his confirmation from contractors.

Mr Ozawa's second problem is that few mainstream voters would be keen to vote for Komeito, which relies for political support on the religious faithful.

Alternatively, an election could produce another hot-potch coalition of parties able to put aside differing ideologies and religious beliefs for the sake of holding power.

But before then, an independent body, under the prime minister's office, will have to draw up new single-seat electoral districts. The boundaries will be the subject of intense inter-party haggling for at least six months. The horse trading has only just begun.

But on one thing, most political analysts agree. The next election should encourage real debate from a previously impassive public. It will put pressure on politicians, elected in the past because of their powerful political alignments, to provide distinctive policies or style.

The seismic upheavals of the past few months have shaken out a large floating vote and narrowed the differences between parties. Undecided voters account for 35 per cent



Mr Hosokawa voting on his reform package in the Diet yesterday of the total according to a recent survey, which shows no clear leaders among the other main groupings.

“The last election already showed that organisation was not everything,” says Jeff Young, political analyst at Salomon Brothers Asia.

All this coincides with, or could be a consequence of, a general cultural change among people at large, away from general adherence to the commu-

nated ties instead of the ubiquitous pearly grey.

Mr Hosokawa cannot claim credit for changing Japanese fashion, despite his fondness for Armani ties. But the success of his personal style of politics has ensured that political change has swept onwards.

The sobered veterans of the LDP will spend longer in the opposition benches than they had ever imagined.

## Nissan to cut vehicle output

NISSAN, Japan's second biggest carmaker, plans to close four of its Japanese factories for two days next month in an attempt to trim output and cut costs, it said yesterday, writes Michio Nakamoto in Tokyo.

The decision reflects the severity of Japan's economic slowdown and its impact on the car industry. Nissan has

already announced plans to close one of its main factories on the outskirts of Tokyo.

The move will affect about 15,000 employees, to be given extra days off with 90 per cent pay, to be funded partly from government employment adjustment subsidies. The closures, which will cut output by about 4,000 vehicles, follow a similar move

this month affecting over 2,000 workers.

The company's domestic production declined by 13 per cent in the first half of the fiscal year. The decision also reflects the downturn in the European market, where exports have fallen 47 per cent. Nissan has already revised its production forecast by 12 per cent to 1.8m units.

## UK spirits groups in Indian joint venture

By Stefan Wagstyl in Bombay

INTERNATIONAL Distillers and Vintners, the drinks arm of Grand Metropolitan, the UK group, yesterday agreed a Rs200m (\$28m) joint venture to produce and sell scotch, vodka and other spirits in India.

In partnership with Kilachand, a Bombay-based diversified group which is India's biggest vodka maker, IDV plans a factory with a capacity of 600,000 cases a year for bottling

its international brands, including Smirnoff vodka. It will start operation early next year.

IDV's agreement follows similar tie-ups by other giants of the international drinks market - Guinness and Allied Lyons of the UK. Seagram of Canada plans to set up an independent operation.

The IDV agreement was completed in Bombay during a week of British business events which has seen British

companies announce export orders worth about \$700m (\$11m).

Relatives and friends embraced and wept yesterday, as 35 civilians caught in a month-long siege at Kashmir's Hazratel shrine were reunited with their families, Reuters reports from Srinagar.

The 35, all men, were released from police custody not far from the Srinagar mosque where they had huddled for 32 days surrounded by

Indian troops. Thirty others, suspected of being Muslim militants, stayed in detention.

The men, looking weak with filthy clothes and unkempt beards, were freed only by one after shaking hands with top local officials.

Indian prime minister P V Narasimha Rao, and other government figures denied that a deal had been worked out, saying the men had surrendered unconditionally.

## Buthelezi will fight constitution

THE conservative black leader Chief Mangosuthu Buthelezi yesterday warned President FW de Klerk that he would fight South Africa's new interim constitution and reduce it to “the rubble of passing history”, Reuters reports from Durban.

Chief Buthelezi, who walked out of the constitutional talks five months ago, said in a statement that Mr de Klerk and Mr Nelson Mandela, the African National Congress leader, had decided “to go it

alone” without his participation or approval.

“We will meet the present draft constitution... with determined resistance,” said Chief Buthelezi, who demands autonomy for the Natal/KwaZulu region where he has his power base.

“I want to point out that when it comes to the implementation of the new constitution and the whole transitional phase, nobody should expect us to be faithful and diligent in assisting,” he added.

Mr de Klerk, Mr Mandela and 17 other leaders approved an interim constitution early yesterday providing for non-racial elections next April.

Black and white right-wing groups reject the document as a recipe for domination by the ANC.

“Mr de Klerk and Mr Mandela will in the end know that the best that they could do together will end up... incurring the wrath of such a large percentage of South Africans that [it] will be reduced to the

rubble of passing history,” Chief Buthelezi, leader of the Inkatha Freedom Party, said.

He told Mr Peter Kooijmans, Dutch foreign minister, yesterday that he would not take part in the election if it meant legitimising a flawed constitution. “I would rather go into the political wilderness,”

● The International Labour Organisation yesterday resumed technical assistance and co-operation in South Africa after a boycott lasting three decades.

## NEWS IN BRIEF

## Somalia operation is ‘not workable’

THE United Nations' operation in Somalia is a mess, with little hope of its efforts there ever bearing fruit, the medical charity Medecins Sans Frontieres said yesterday. Reuters reports from Brussels.

“It's a dead end and I am very pessimistic about Somalia. It's such a mess and there is no possibility of it working,” Mr Alain Destexhe, secretary-general of the charity, said.

There had been no improvement in Somalia since the UN dropped its high-profile hunt for Somali warlord Mohamed Farah Aidede, Mr Destexhe said.

The UN had confused its humanitarian and political roles in Somalia and other crisis areas such as former Yugoslavia. “After two years, the track record in Bosnia and Somalia is negative on both a humanitarian and a political level,”

Relieved and joyful relatives laughed and wept as the men, looking weak with filthy clothes and unkempt beards, were freed one by one after shaking hands with top local officials.

A young woman called Fahmeda said her brother had been trapped in the mosque after going there to worship on October 15, the night the army sealed off the compound.

## Hyundai wins high speed deal

Hyundai Precision and Industry has been chosen by GEC Alsthom to head a South Korean consortium to make the Train a Grande Vitesse (TGV) train for the country's new high-speed rail project, writes John Burton in Seoul.

GEC Alsthom, now negotiating with the Korean government on a final contract for the TGV, will supply the technology to Hyundai Precision, which makes transport equipment and is part of the Hyundai business group.

Daewoo Heavy Industries, Hanjin Heavy Industries and local parts suppliers will also be part of the Korean consortium. GEC Alsthom was selected over Siemens in September to supply 46 trains for the Seoul-Pusan high-speed rail route.

The contract is valued at \$2.4bn (£1.61bn), with the Anglo-French group agreeing to provide half of the contract to the Korean consortium.

## Taiwan to send hijackers back

Taiwan, in an attempt to deter the hijacking of Chinese airliners to the island, yesterday decided it will send hijackers back to China after sentence or finishing their jail terms, Reuters reports from Taipei.

Seven Chinese airlines have been hijacked to Taiwan since April. Taipei has rejected China's demands to send the hijackers back to China immediately and detained them for trial on the island.

The aircraft, other passengers and the crew were sent back to China on the same day.

The decision to repatriate hijackers was reached by a cabinet-level anti-hijacking committee headed by Interior Minister Wu Poh-hsiung, state radio said. But the final approval of Premier Lien Chan is still needed.

## China to unify exchange rates

China will abolish its different exchange rates next year and set one single rate for the yuan against the US dollar, Reuters reports from Beijing.

Zhang Xiaohu, president of the International and Commercial Bank of China (ICBC), made the announcement on a trip to Singapore.

“Zhang said the exact timing depends on a number of conditions, including how rapidly exports increase,” China's official Xinhua news agency quoted him as saying.

“The scrapping of foreign exchange controls must be taken in steps, rather than in one fell swoop.”

The central committee of the ruling Communist Party on Sunday adopted a plan calling for wide-reaching reforms, including a restructuring of China's financial system to adopt Western-style macro-control levers such as interest rates and reserve requirements to help control liquidity.

The Chinese yuan currently trades at about 8.7 to \$1 at the state rate. Forex swap centres, where businesses can balance their foreign exchange needs at market-set prices, see the yuan trading at about 8.8 to \$1.

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# Israel agrees to pull back Gaza troops

By David Horowitz  
in Jerusalem

ISRAEL has agreed to limit its military presence in the Gaza Strip to positions inside Jewish settlements there, Nabil Sha'ath, the chief PLO delegate to autonomy negotiations with Israel, said in Cairo yesterday.

Speaking at the end of three days of intensive talks, Mr Sha'ath added that he was optimistic that a detailed autonomy deal would be ready for signature as scheduled by December 13, so that the Israeli military withdrawal from the Gaza and Jericho areas could begin on that date.

Israel's minister of police, Moshe Shahal, visiting Egypt for a meeting with President Hosni Mubarak, confirmed that he too expected the December 13 deadline to be met.

Mr Sha'ath said that, originally, Israel had wanted to maintain military positions outside the Gaza settlements, but that the Israelis had backed down. He added that initial agreement had also been reached on many aspects of the transfer of civil authority to the Palestinians and on matters such as fishing and aviation rights, and access to radio and television frequencies.

Mr Sha'ath also said that he expected PLO chairman Yasser Arafat to move from PLO headquarters in Tunis to the territories in January.

The main sticking points now, he said, were the control

of border crossings, the size of the Jericho area to be transferred to Palestinian control, and the release of Arab prisoners. While Israel is prepared to release the majority of the 10,000-plus Palestinian prisoners it holds, it has so far refused to consider freeing several hundred who have "Israeli blood on their hands."

On Wednesday, an Arab soldier stabbed a soldier to death in the occupied Gaza Strip, bringing the death toll since the signing in September of the Israel-PLO peace deal to 12 Israelis and 20 Palestinians.

of border crossings, the size of the Jericho area to be transferred to Palestinian control, and the release of Arab prisoners. While Israel is prepared to release the majority of the 10,000-plus Palestinian prisoners it holds, it has so far refused to consider freeing several hundred who have "Israeli blood on their hands."

Mr Sha'ath said no deal would be signed "without a scheduled and written commitment for the release of prisoners. This is a long overdue issue. They should be released now."

The Israeli and PLO teams are to hold another three days of talks starting next Monday, and might schedule longer sessions as the December 13 deadline draws near.

# Jewish settlers stage an intifada of their own

By David Horowitz

THIS week, a small number of prominent Jewish settlers in the occupied territories got together to form a new group. Called Settlers for Peace, they marked their formation by issuing a brief statement. Claiming to represent the overwhelming majority of settlers, they called on their fellow 130,000 Jewish residents of the territories "to exercise restraint," despite the latest spate of Palestinian attacks.

Jewish settlements, said their chairman, Eli Cohen, could serve as "bridges to peace between Jews and Arabs." The world should know, he added, that most settlers genuinely sought peace and reconciliation.

Unfortunately for the Settlers for Peace, their initiative coincided with settler unrest in the centre of the West Bank town of Hebron. Two Palestinians had attacked father-of-ten Avraham Zariv as he made his way to morning prayers at the Cave of the Patriarchs, leaving him wounded in the head but still able to fire a shot from his pistol that killed one of his attackers.

Led by Rabbi Moshe Levin, one of the founders of the West Bank settlement movement, a group of settlers hurred into Hebron's main market area, overturning piles of veg-

tables, throwing stones - even ordering Arab traders to line up against a wall while they demolished piles of their produce. Car windows were smashed. Some traders claimed later to have been beaten.

The Israeli army maintains a sizeable deployment in the area. Military sources do not dispute that there were soldiers on hand. Palestinian witnesses insist that the soldiers made no effort to intervene, but simply watched and waited until the settler rioting was over.

Amnon Shahak, the army's deputy chief of staff, who is also heading the Israeli delegation to autonomy negotiations with the PLO, admitted yesterday that the army has a problem combating the increasingly militant settlers. "It's hard for 18-year-old Israeli soldiers to deal with the settler riots," he said. "But we will find an effective answer."

General Shahak is not the only man looking for a solution. Israel's Justice Minister David Libai has said that the government must not allow the settler riots to go on, but has offered no specific means of countering them. The Attorney-General, Michael Ben-Yair, has been holding meetings with various security officials with a view to banning some of the most extreme settler organisations, including factions



Israeli police lead away a demonstrator protesting at attacks on settlers

loyal to the anti-Arab views of the assassinated Rabbi Meir Kahane.

But the Israeli authorities are anxious not to force the most dangerous activists underground. The police and army insist that they have

been making arrests, but although several dozen settlers have been taken into custody following violent protests in the territories and outside government offices and residences inside Jerusalem, few spend more than a night in jail.

The Palestinians, however, have an obvious solution. When the Israeli army begins its phased pullout from the Gaza and Jericho areas early next year, they should take the settlers with them, in an interview last month. Nabil

Sha'ath, head of the PLO team at the autonomy talks, spoke of the need for Gaza's 4,000 settlers to be gone within two years.

But while Prime Minister Yitzhak Rabin may well have long-term plans to give up sovereignty over all the settlements in Gaza and many in heavily-populated Palestinian areas of the West Bank, he is telling his negotiators that, in the short term at least, not a single settlement will be uprooted, that settlers must be protected, and that the army will have to find the means to minimise settler-Palestinian friction.

The problem for Mr Rabin, however, is that the settlers' fight against the whole Palestinian autonomy programme appears to be winning support among the rest of the Israeli public. Shortly after the Israel-PLO accords were signed in Washington two months ago, opinion polls showed two thirds of Israelis backing the peace deal. Latest surveys indicate that figure has slipped below 40 per cent, and it seems to be falling with every new Palestinian attack on a Jewish target. The Settlers for Peace initiative seems destined to fail. Militant settlers are not exercising restraint, the army has found no way to stop them, and the Israeli public seems increasingly sympathetic to their cause.

## Egypt's terror-hit tourism 'recovers'

By Stephanie Gray in London

EGYPT'S tourism industry is recovering from the effects of Islamic extremist attacks, with 100 per cent hotel occupancy rates in the Red Sea and Sinai resorts and 49 per cent occupancy in Luxor, Mr Mamdouh Ahmed Beltagui, the country's new tourism minister, said yesterday.

He said the figures for September augured well for the main season just starting after a year in which arrivals have been down 20 per cent on 1992 and receipts down by almost \$1bn on last year's \$3bn.

Mr Beltagui, in London to sign a regional tourism agreement with Turkey and Israel, said a number of travel agencies which had dropped Egyptian packages from their promotional literature had agreed to resume publicity.

The revival of Egypt's biggest foreign exchange earner had been confirmed, he said, by \$24.7bn of new investment in the industry through the official tourism agency alone, 80 per cent of it private enterprise.

Almost 2m visitors had been recorded between January and September against the 3.2m for all of last year.

He attributed the upturn on a successful clampdown on fundamentalists, in which at least seven militants have been hanged for the murder of three foreign tourists, but said Egypt was still suffering from adverse media coverage. There was less danger for visitors to Egypt than to Londoners from the Irish Republican Army.

## Lebanese unions threaten strike

LEBANON'S main labour confederation yesterday rejected a 69.5 per cent government pay increase and called on unions to declare a general strike, agencies report from Beirut.

If the unions heed the call in their meeting next Thursday they could threaten Prime Minister Rafik al-Hariri's efforts to speed recovery from the effects of the 1975-90 civil war.

The Lebanese Labour Union Confederation (CGTL) has also called for demonstrations in all regions of Lebanon as part of a phased plan of action until the pay offer is increased.

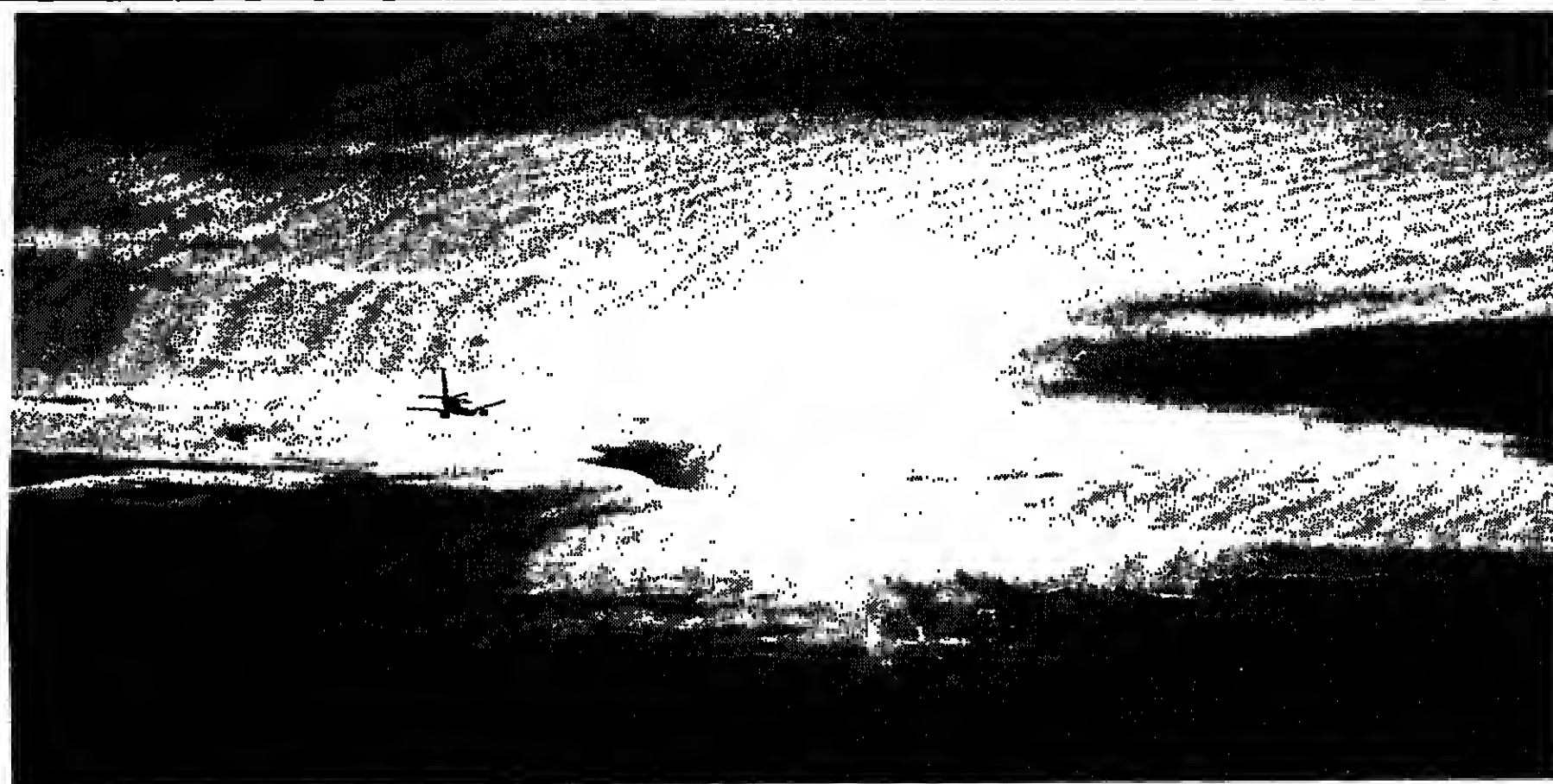
The government's proposed increase fell well short of the 120 per cent boost, backdated to January 1, that the CGTL had demanded for 350,000 private sector employees and 110,000 public sector workers.

Riots in Beirut on May 6, 1992, over Lebanon's economic decline, toppled then-prime minister Omar Karame.

The Hariri government, hoping to satisfy the hard-pressed workers without throwing post-war economic recovery plans off track, agreed a raise which takes the basic monthly minimum wage to L200,000 (\$116) from L118,000.

But the union argued workers needed more because prices rose 120 per cent in 1992 as the Lebanese pound plunged.

Mr Fuad Siniora, minister of state for finance, said the pay rise would cost the treasury up to L215bn pounds in 1994 but meeting the CGTL's full demands would have doubled the cost to the treasury and hit private employers hard.



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## NEWS: UK

# Governor reveals Bank's rescue principles

By John Gapper,  
Banking Editor

MR EDDIE GEORGE, the governor of the Bank of England, last night disclosed for the first time the Bank's principles for deciding whether and how to give financial assistance to troubled banks that it believes may fail.

Mr George, who defended the Bank's role in launching a series of financial "lifeboats"

for a number of small and medium-sized banks during 1991, said it was essential that no bank, whatever its size might be, expected automatic support.

Mr George, delivering the second of a series of annual lectures at the London School of Economics, said that the measures taken to protect 40 banks in 1991 had prompted the Bank to update its principles on such operations.

Mr George argued that the potential for one bank's failure to affect others had increased with the evolution of the financial system. "Crises can spread not just from bank to bank, but also from country to country," he said.

Mr George said the Bank had been "quite clear that, had we failed to intervene, the pressure would have spread and we would than have found it harder to stop".

Mr George said the Bank's principles were that:

- It will explore every option for a commercial solution before committing funds. It will always ask large shareholders to supply support, and failing that will encourage the bank to try to find a buyer "even at knock-down prices."
- If it does provide support it will try to structure it "so that any losses fall first on the shareholders, and any benefits

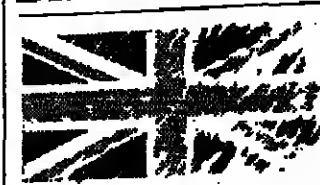
come first to us". Support will also be "on terms as penal as we can make them" without leading to collapse.

- It will only provide short-term liquidity, and will not "in normal circumstances" support a bank known to be insolvent. He said the 1991 losses had occurred when the position of the banks involved worsened after the intervention.
- It will "look for a clear

exit." The company may be required to run down or restructure operations under the Bank's surveillance to the point where it can do without support within a given period.

- It will try to keep systemic support secret at the time. Disclosure could lead to a loss of confidence and the Bank could be drawn into "a position where we were in practice underwriting all the liabilities of the banking system".

## Britain in brief



## Rolls-Royce to cut 1,000 more jobs

Rolls-Royce, the aero-engine and industrial power group, is to shed an additional 1,000 jobs in its UK aerospace operations next year because of continuing difficult trading conditions in both its civil and defence aero-engine businesses.

The latest restructuring, confirmed yesterday by the company, will increase the total number of job cuts in Rolls-Royce's aerospace activities to 3,000 next year on top of the 3,000 jobs it is already losing this year.

The company announced last year it planned to shed 5,000 jobs in 1993 and 1994 to the face of the prolonged recession in the civil aerospace market and the post cold war downturn in the defence sector.

## Scottish Enterprise

The Scottish select committee of the House of Commons is to inquire into the workings of Scottish Enterprise, the network of enterprise agencies in Scotland which was set up in 1991.

The inquiry will look into recent claims by the Scottish media and by opposition politicians that the network is ineffective.

Scottish Enterprise sees the select committee inquiry, which will take place in the new year, as a chance to rebut criticism and to present its record to detailed scrutiny.

## Outrage at Hess memorial

Anti-Nazi League members demolished a memorial to Hitler's deputy Rudolf Hess which has appeared in a lonely Scottish field. The monument praises Hess, Hitler's deputy,

who landed near Eaglesham, south of Glasgow after a mystery flight to Scotland in 1941. The marble monument bears the words: "This stone marks the spot where brave, heroic Rudolf Hess landed by parachute on the night of 10th May 1941 seeking to end the war between Britain and Germany."

Harvey Livingston, president of the Glasgow Jewish Representative Council, said his community would be "horrified and disgusted" to learn that any leader of the German Nazi regime could be respected in this way. Local council planners were trying to trace the owner of the land.

Hess, who told troops who captured him in Scotland that he had a vital message for the Duke of Hamilton, was arrested and spent the rest of his life in prison, eventually dying at Spandau jail, Berlin, six years ago.

## Backing for arts falls 13%

Business sponsorship of the arts in the UK during 1992-93 fell by 13 per cent, to £27.69m, according to figures released by the Association for Business Sponsorship of the Arts. This was the first ever annual decline recorded by ABSA.

Investment in corporate membership schemes, a major source of revenue for major arts companies like the Royal Opera House, Covent Garden and the Royal National Theatre, marked time in 1992-93 at £7.9m.

This still shows a considerable retrenchment on the £32.5m that companies paid for their guaranteed seats at the opera and the ballet in 1990-91, before the recession forced many to economise on corporate entertaining.

## Yarrow to lay off 1,500

Yarrow Shipbuilders on Clyde-side proposes to lay off half of its 1,500 manual workers from Monday in the face of the continuation of a 10 day official strike by the company's 600 white-collar staff.

The workers in dispute are demanding equal treatment with the manual workers at the yard who secured wage rises of 3.7 per cent plus £300 across the board last February after a bitter conflict.

# Goldman bonus fuels hopes of higher rewards

By Tracy Corrigan, Antonio  
Sharpe and Sara Webb

GOLDMAN SACHS, the US investment bank, kicked off the annual round of bonus awards in the City of London yesterday, at the end of a year when record profits at many securities houses and investment banks have fuelled hopes of hefty rewards.

"The level of bonuses is very varied - it ranges from 20 or 25 per cent of basic [salary] to multiples of basic," said Mr Roger Steere, director of executive recruitment at Jonathon Wren. For traders earning a basic salary of £50,000, this could mean total remuneration of £200,000 or more.

At the top of the bonus league are the proprietary traders - also known as arbitrage dealers - who use their bank's own capital to take large positions on the market, which can generate massive returns: some of them are expecting bonuses of £1m or more.

Yesterday's Goldman award is unlikely to dampen expectations: in a memo to London staff, the partnership announced a 30 per cent year-end bonus for all locally-hired employees. This is on top of personal bonuses awarded for individual performance, which were given on Monday.

Goldman's November year-end means it is ahead of the field in deciding bonus levels. Some companies do not pay

out until March or April next year.

City traders are particularly optimistic about bonuses this year because the bull market has helped them exceed the targets set at the beginning of the year.

But banks and securities houses are becoming wary about the size of payouts. Some are trying to defer some payments of bonuses, by offering options on the companies' shares, or shares, so that employees have a stake in the company. This is particularly true at senior levels: for example, the highest paid employees at Salomon Brothers may get up to half their bonuses in shares.

But traders and sales staff without any management responsibility are keen on cash. "Dealers tend to get pretty substantial cash bonuses, and that's what they are working for," said Sir John Tetlaw, senior partner at GKR, the headhunter, who pointed out that it is seen as compensation for working in a demanding and risky business, without long-term prospects.

The bonus bonanza has also made it more difficult - or more expensive - to recruit staff.

One 27-year-old German government bond trader said: "Most people live off their bonus... they realise things may not last forever."



Marshall Aerospace, of Cambridge, unveils the L1011 TriStar which it has converted for Orbital Sciences Corporation of the US. The aircraft can now carry a launcher which, after being set free at 35,000 ft, can propel a satellite into orbit at a height of 400 miles

# Sharp fall in UK unemployment

By Emma Tucker,  
Economics Staff

THE BIGGEST fall in unemployment for over four years and a sharp drop in average earnings growth yesterday raised hopes that the UK economy can continue to recover without igniting inflation.

The news, coming after a sharp drop in inflation announced earlier this week, heightened the chances for an interest rate cut before the end of the year to offset the effects of tax rises widely expected to be imposed in the Budget.

The number of people out of work and claiming benefit fell a seasonally adjusted 49,000 last month to 2.85m, the lowest level since September last year.

The monthly drop, which may have been partly inflated by high numbers of students returning to education, was the seventh so far this year and spread across all regions.

Meanwhile, average earnings growth dropped to 3 per cent in the year to September from 3 1/2 per cent in August, dragged down by the public sector pay ceiling of 1.5 per cent, and

underlining the lack of inflationary pressures in the economy.

But weak bank and building society lending figures also out yesterday acted as a reminder of the fragility of the recovery and the continued reluctance by consumers and businesses to borrow. The Bank of England said the M4 lending growth rate dropped from 3.3 per cent in September to 3 per cent in the year to October, only marginally higher than the 30-year low of 2.9 per cent, reached in July.

In London the pound, buoyed by the encouraging economic news, closed a plummy higher against the D-Mark at DM2.5275 while the FT-SE 100 share index ended the day up 5.5 at 3125.5.

The government took the drop in unemployment and the surprise fall in inflation from 1.3 per cent to 1.4 per cent in October as further evidence of the strength of the recovery.

Although economists were surprised by the size of the October drop in the jobsless total, many now believe that the jobsless total is on a firmly downward trend.

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Hays







## Boost for London's EC trademarks role

By Robert Rice

THE UK government yesterday gave a much-needed boost to London's chances of being chosen to host the European Trademarks Office, by announcing a long-awaited overhaul of UK trademarks law.

The bill, included in yesterday's Queen's Speech, will simplify the system for registering and protecting trademarks and implement the 1989 EC Trademarks Directive.

It will make it easier for a trademark to qualify for registration allowing companies to register distinctive three dimensional shapes such as Johnnie Walker whisky bottles and geographic names which form part of a brand.

The bill will also simplify procedures for registering trademarks. The distinction between trademarks and service marks will be abolished. The term of registration and renewal will be changed from seven and 14 years to 10 years as is common in most other countries.

The implementation of the European Directive which will establish a unitary trademark system for the European Union, will allow the UK to ratify the Protocol to the Madrid Agreement (an international system for the protection of trademarks) making it easier for UK trademark owners to obtain protection in other countries.

The UK has so far been unable to become a member of the Madrid Agreement because its procedures and fees are not compatible. A protocol to the agreement that avoids those difficulties was agreed in 1989

### Queen's Speech: the main points

THE QUEEN'S SPEECH, read in the House of Lords, with MPs summoned from the House of Commons to listen, contained 13 new measures, three fewer than the first Queen's Speech of this parliament. Each session of parliament opens with a speech. The parliament runs until a next general election.

The speech contained a programme of legislation designed to give substance to the "back to basics" theme, which has recently emerged, driving the government's domestic policy agenda.

As expected, the 13 measures unveiled for the new parliamentary session will be dominated by an omnibus criminal justice bill marking a much tougher stance on law and order, and by a legislative drive against regulation.

and has been signed by 28 countries including the UK.

Diagrams shows: The Coca-Cola bottle may largely have been replaced by the can in the UK, but Coke's distinctive bottle is still inextricably linked to its image and brand name. However, that link is not currently recognised under the UK's law on trademarks.

The government's proposed bill on trademarks aims, through one of its measures, to remedy that shortcoming in future, a distinctive-shaped bottle will become just as registrable as a brand name.

The proposed reforms were welcomed yesterday by anti-counterfeiting campaigners,

Other measures are:

- Reform of teacher-training with a requirement on universities and colleges to establish codes of practice governing the conduct of students' unions
- Privatisation of British Coal
- Establishment of Britain's secret service and intelligence-gathering on a statutory basis
- Reform of local government in Scotland and Wales
- Reform of Sunday shopping
- Changes in the European Union's system of revenue raising, as agreed at last year's EU summit
- Increase in National Insurance contributions paid by employees - a result of last March's Budget
- Paving laws to prepare for Environmental Protection Agencies

retailers and trade mark consultants. The bill is almost certain to become law - it is unlikely that opponents to the principles of the reform will emerge, even if lawyers want to pick over the details.

Mr Bill Bryce, who is head of trademarks at international drinks group Guinness, and also chairs the Anti-Counterfeiting Group, said he was "highly delighted" and that at last the law would reflect "business as it is in this century".

Currently manufacturers have to resort to common law actions for "passing off" if they want to prevent others stealing their designs.



The Queen's Speech: the centrepiece of the State Opening of Parliament and a brief summary of the forthcoming legislation

## Major restates pledge to work for Ulster peace

By Philip Stephens and David Owen

MR JOHN MAJOR reinforced yesterday his personal commitment to a political settlement in Northern Ireland by pledging to table his own comprehensive plan if the momentum towards peace foundered.

The prime minister's statement to MPs at the start of the new session of parliament, marked the second time in a week he had chosen a high-profile occasion to put his political authority behind the peace process. He repeated his readiness to offer Sinn Féin a place at the negotiating table if it permanently renounced violence.

Senior Whitehall officials said the government was drafting proposals covering all of the three central elements, or strands, in the search for a political settlement.

Any blueprint would include plans for a devolved assembly in Ulster, for enhanced co-operation between the province and the Republic, and for a new agreement to replace the Anglo-Irish intergovernmental conference.

Mr Major took a conscious decision to keep Northern Ireland at the top of the political agenda by modifying the government's position on the circumstances in which it would put forward its own plan.

He indicated he was no longer prepared to make a return to the negotiating table by all four constitutional parties in Ulster a precondition for a government blueprint. In a deliberately explicit warning to Mr Ian Paisley's Democratic Unionist Party, Mr Major added that "no party or organisation" could exercise a veto on the process.

He said he wanted a permanent end to violence and a political settlement and stressed that the precondition for a place in the process for Sinn Féin was that "the violence must stop - and be seen to stop".

He added the guarantee for the present constitutional status of Northern Ireland was

TENS OF thousands of people took part in a community day of peace in towns across Northern Ireland yesterday in a powerful call to loyalist and republican terrorists to abandon their campaigns of violence.

Up to 30,000 people participated in the biggest demonstration in Belfast. Thousands more attended 11 other rallies in other towns.

The event was organised by the Irish Congress of Trade Unions in response to a perceived groundswell in the community in favour of a fresh effort at reconciliation.

The Confederation of British Industry encouraged companies to allow employees to attend demonstrations. A "vote for peace" telephone line received more than 100,000 calls.

In Dublin Mr Albert Reynolds, the prime minister, led members of the Dail in observing the minute's silence. At around the same time shops, offices and businesses throughout the republic halted for a minute's silence.

"cast-iron" as long as it was the wish of the majority.

Signs of unease on the Conservative benches that Mr Major may have leant too far in the direction of Sinn Féin were voiced by Mr Norman Lamont, the former chancellor.

Mr Lamont questioned the point of contacts with an organisation committed to undermining Ulster's status.

But Mr Major's pledge came as ministers prepared to step up efforts to secure agreement on a form of devolved government for Northern Ireland through new talks with the province's leading politicians.

Mr James Molyneux, leader of the Ulster Unionist party, responded positively to Mr Major's remarks, saying he could see "no cause for alarm" in what the prime minister had said.

But Mr Peter Robinson, deputy leader of the DUP, rebuffed recent calls for peace, saying they would come to nothing.

## Arrests after fan killed by rocket

By Jim Kelly

FOUR MEN were arrested yesterday after a soccer supporter was killed by a powerful rocket fired at the end of Wednesday night's World Cup soccer match at Cardiff Arms Park.

Mr John Hill, 67, was killed instantly when he was struck by the powerful distress rocket just as the final whistle blew. Police later identified the missile as a German-made parachute SOS signal, about six inches long. It has a normal projection of 1,000 feet and can travel at 400 mph.

Although new to British soccer fans and fireworks are part of the festive atmosphere of many European matches.

The tragic off-field incident helped put a grim night for British soccer in its proper perspective.

For the first time since 1938 all four 'home' sides failed to qualify for the World Cup Finals. The Welsh, playing at the home of Welsh rugby in front of 40,000 fans, failed to reach the US play-off after missing a penalty in a 2-1 defeat at the hands of Romania.

Some 20,000 fans flooded the BBC TV switchboard after it abandoned live television coverage of England's World Cup tie and switched to the Wales match.

Only 200 actually got through as BT had to take emergency action to stop the system overloading.

The champagne came as England's slim chances of qualifying seemed finally to have disappeared after the Dutch beat 2-1 in their match against Poland.

The BBC was an editorial decision to turn into account the news that they in both agencies, with a spokesman, with England, Wales, Northern Ireland and Scotland failing to qualify, the only side from the British Isles to make the US will be the Republic of Ireland who drew 1-1 in Belfast to qualify for the finals, after Spain's victory over Denmark in Seville.

## Corporate graphology 'a waste of money'

By Stephen McGookin

COMPANIES that use handwriting analysis as part of their recruitment process are wasting their money, a leading British psychologist claimed yesterday.

Dr Donald McLeod, a corporate psychologist with the Independent Assessment and Research Centre at Ashridge

Management College, said: "As an indicator of people's effectiveness in the workplace, you might as well throw a sheet of application forms out the window and choose those that land face up."

In a report for the British Psychological Society Dr McLeod - previously chief psychologist for the Civil Service Commission - says recent

research shows that a full-scale psychometric test is the most valuable indication of a potential employee's suitability.

But the report was attacked as "alarmist" by Ms Mary Nicholson, head of the London-based Graphology Business, which provides a handwriting consultancy service to corporate clients.

"Graphology is based on a

very precise theory, with practitioners using their psychological knowledge to understand precise signs," she said.

While its use is not widespread in the UK - and in some US states, use of handwriting analysis is prohibited for recruitment purposes - it seems to be accorded more credibility in France. Rhône-Poulenc, the chemicals com-

pany, says it used handwriting analysis to sift application forms but now only refers to a graphologist where there might be a doubt about a candidate, and even then, the candidate would be called back for a further interview.

"We never make a decision based on a graphologist's comments," the company's human resources department said.

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**PROPERTY**  
**Building on trust**  
**Paul Cheeseright on the impact of property-owning charities**

Development trusts are trading where private sector property companies dare not venture. The trusts - property owning charities - are making a big impact in the regeneration of urban and rural areas, traditionally no-go areas for property companies. But the trusts are a fragile breed: of about 100 in England and Wales, probably 10 are financially self-sufficient.

In many cases trusts behave like property companies, trying to develop and exploit assets to generate income. But the purpose behind the creation of trust assets is infinitely varied.

A trust may be set up to support the business plans of young people, as in the case of Foothold, Trust in Llanelli, south Wales, to hasten improvements on a housing estate, as in the case of Queens Pythian Development Trust in Liverpool, or to encourage wealth creation, as in the case of Moss Side and Hulme Community Trust in Manchester.

Instead of distributing profits to shareholders, the trusts funnel their surplus back into the community in the form of grants or new schemes. The majority of trusts are registered charities. They reflect local ambitions and aim to respond to local needs.

Because social and economic needs are more acute in poorer or derelict areas, the opportunities to tap potential investment targets are not immediately obvious to private sector companies: a town office development points towards easier profits than a mixed development in a bleak suburb or on a ramshackle estate.

The existence of a trust frequently reflects a community group trying to fill a business gap in a way which provides a spin-off for the locality.

In Birmingham, for example, the St Peter's Urban Village Trust started when a local group organised a financial package in 1985 to buy a Church of England training college and its grounds, which could not find a commercial buyer.

Other trusts started because of historical quirks. The largest and oldest with about £20m of assets is the North Kensington Amenity Trust. It started in 1970 when local authorities sought to placate a community angered by the building of the overhead A40(M) in west London by offering to give over for community use 23 acres of land beneath the motorway. Similarly, community opposition to

office development plans on the south bank of the Thames, eventually led to the Coln Street Community Builders - a coalition of local residents - winning ownership of 13 acres of riverfront land from the Greater London Council.

Ownership of land and buildings is the key to financial self-sufficiency for trusts. The problem for younger trusts is the difficulty of setting up an adequate asset base. Ms Angela Monaghan, director of the Development Trusts Association, which brings together about half the trusts in England and Wales, says there are three main problems.

● First, it is now more difficult for local authorities to dispose of land at less than the highest price offered; authorities have to sell to the highest bidder unless the environment secretary agrees otherwise.

● Second, some types of grant aid, such as regional selective assistance, are not available to registered charities. This may prove of less significance following the government's announcement this month that

it is to consolidate its urban spending programmes.

● Third is the shortage of development finance. Trusts are not taken seriously by financial institutions. "There is a finance gap," she says.

The gap has widened since the collapse of the property market in 1993 and does not look like improving until the market revives and banks overcome their ambivalence towards property lending. It is doubtful whether today it would be possible to obtain a 100 per cent mortgage of the type provided to St Peter's by National Westminster in 1985.

As a result trusts have been pushed back onto an increasingly financially-constrained public sector for support, encouraging them to win a role in established programmes such as City Challenge, which funnels government funding into closely defined geographical areas. If trusts can hang on they may find their futures secure as the successors to such programmes, which generally are of limited duration. "They are operating in mar-

ginal areas where they require some public sector finance to make them work," Ms Monaghan said. "If they're not given support, through revenue or capital assets, they won't become self-sufficient."

But even when self-sufficiency has been achieved, the line between failure and financial stability is slim. North Kensington Amenity Trust, for example, is negotiating with the Department of Transport, its freeholder since the demise of the Greater London Council, on its ground rent. The department is obliged to charge a commercial rent. Previously the trust paid a peppercorn. Payment of a commercial rent would wipe the trust out.

St Peter's trust in Birmingham has been in modest financial surplus, £40,323 in the year to last April; it makes its money from workshops, offices, student accommodation, a youth hostel, shop and social club, while providing a centre for sports and cultural activities. But St Peter's trust has to find £74,000 to meet new environmental health regulations on its student accommodation. It is still searching for the cheapest finance.

Such demands for higher expenditure have come when market conditions have increased the vulnerability of the trusts. Like their private sector peers they have had to cope with a shift in the balance of power from the property owner to the occupier as demand for space has dropped during the recession. At North Kensington trust, rental income for the year to last April was marginally higher than the year before at £286,778. At St Peter's, income for the 12 months to April was slightly lower than the previous year at £232,461.

These overall figures hide big changes. Office rents at North Kensington trust are down to 29 a square foot from a high of £20 sq ft in the late 1980s. The trust has a waiting list for craft workshops, but instead of being able to lease the space, it is obliged to license the space for six or nine-month spells. At one stage St Peter's had a third of its workshop space vacant as small companies succumbed to recession. Now it has only one, but it has refused to discount its £3,500 rental.

The trusts need a revival of economic activity and a return of business confidence, the necessary precursors of a wider demand for space, as much as any property company.



Electrolux is delighted with its Hungarian purchase, writes Nicholas Denton

## In from the cold

Electrolux is that rare breed: the contented multinational investor in Hungary. The Swedish white goods producer bought Hungarian refrigerator maker Lehel outright in 1991 and already has results to show for its acquisition.

"We can't complain," says Anders Scharp, chairman and chief executive of the Electrolux group, which this week reported better-than-expected third-quarter profits. At Lehel, Electrolux managed to boost pre-tax profits by 16.6 per cent to Ft950m (26.4m) in 1992 and held sales steady. Production, 665,000 units in 1992, is expected to hit 1m by mid-decade.

Each employee produced about one unit a day in April 1991. By October 1992, volume per man-day was 1.8, not far short of a west European worker's daily output of about two. "The potential for productivity improvement was amazing," says Heikki Takanen, a senior Electrolux manager and deputy chairman of Lehel.

Electrolux agreed in March 1991 to buy state-owned Lehel and its factory complex at Jaszerony on the Hungarian plain for about \$50m (\$24m). It was part of the Swedish group's effort to be as strong in eastern Europe as in western, where it is the largest producer of white goods.

At the most brutal level, Electrolux has improved productivity by cutting the Lehel workforce from 4,800 at the time of the takeover to 3,200. The Swedish company has divested non-core businesses and dismissed employees from the central fridge-making activities, too.

Administrators have borne the brunt. Electrolux has reduced its number from 250 to 120. As Lehel's extended hierarchy has shrunk, top managers and shop-floor workers have come into closer contact. Tibor Kertesz, managing director of Lehel, queues with manual workers at the canteen. His predecessor rarely visited the shopfloor.

But Electrolux executives must still penetrate a thick layer of distrust accumulated over decades of secretive management. Employees used to learn what the company was up to through speculation and the media. Electrolux has resorted to any means to communicate: newsletters, meetings - and even the truth. Electrolux appreciates that top management, however passively they communicate, cannot run everything. "Sometimes you



Anders Scharp (left) and Leif Johansson: willing to cut humble pie

have to tell people that you don't know," says Kertesz.

Electrolux therefore places as much emphasis on "horizontal" as on "vertical" communication. "What we brought here was a culture - a culture of openness and cross-functional communication," says Takanen. Marketing and production departments now have monthly meetings, for example. Before, in the first quarter of 1992,

believe they have managed Lehel's transformation effectively. More so, for example, than General Electric of the US at Tungsram, which experienced something of a culture clash. Outright ownership helped. Electrolux was the first western investor to take 100 per cent of a Hungarian state company. That gave the firm the freedom to tackle restructuring as it saw fit. Takanen is convinced: "It makes all the dif-

fer to rely heavily on task forces composed of Hungarians and foreigners to decide on restructuring.

Electrolux kept expatriates in supportive positions beside Hungarian managers. "Instead of putting lots of people in from outside, the Swedes that we have added have been in 'shadow' places," says Johansson. Of 22 top decision makers, all but two are Hungarians. True, Electrolux brought Kertesz, a Swedish executive, to head the Jaszerony operation. But he is of Hungarian origin, an émigré who fled after the 1956 uprising against communist rule and Soviet occupation.

Electrolux focused first on these structural and cultural changes. "First came the soft investments," says Takanen. "You have to get the values in place." This intangible investment has not always impressed Electrolux's Hungarian employees. They initially doubted Electrolux's commitment. It took the introduction of a facility assembling vacuum cleaners to restore confidence.

Skill has been part of Electrolux's success, but it owes much to circumstance. Lehel has supplied the Electrolux group with fridges since 1975. A part of the Hungarian company's exports to the west, which make up two-thirds of production, has therefore been insulated from the decline in Hungary's competitiveness.

As the market has recovered Lehel's share has also rebounded. Electrolux has broadened Lehel's range and taken it into new markets. Fridges are doing well and Lehel has kept about two-thirds of the market. Hungarian consumers flirted with imports after they were liberalised. But many have been burnt by fly-by-night operators and have returned to established suppliers whose services can be trusted.

The most pleasant surprise has been consumer loyalty to Lehel. Reliance on demanding western markets acted as a healthy discipline even in communist times and Lehel earned a reputation for quality. That is now paying off.

Lehel is still in many Hungarian ears synonymous with refrigerator. The badge has proved far more resilient than most Hungarian brands in the face of import competition. "We have been successful perhaps just lucky," says Scharp. Electrolux may be overly modest. Insofar as western investors select what they acquire in eastern Europe, they make their own luck.

CHRISTOPHER LORENZ

## Why it's hard to be a good parent



Few issues generate so much heat within companies as the relationship between headquarters and the rest of the organisation. Not for nothing do managers still chuckle cynically at the old joke: "I'm from head office and I'm here to help you."

Six years ago academics, Michael Gould and Andrew Campbell of the Ashridge Strategic Management Centre, produced a book which delved deeply into the way head offices advise, control and otherwise add value to their constituent businesses - or "parent" them. Called *Strategies and Styles*, it examined the "parenting" styles of 16 leading British companies and analysed whether their methods were appropriate to their portfolios of businesses.

The book proved influential in several respects. It established that it is hard for a head office (or "corporate centre", in current jargon) to be good at more than one distinct parenting style. It demonstrated that the sustained success of Hanson and BTR has been partly because their styles have been better matched to their types of businesses than those of past conglomerates such as ITC.

It underlined that the hands-off style used by GEC and other UK companies in electronics was inappropriate and had hindered the creation of globally competitive businesses. And it showed that shifting one's style is harder than changing one's business portfolio.

But, to judge from their recent public statements, several of the companies most praised in the book have forgotten its lessons and seem to be drifting towards a muddled and ineffective middle-of-the-road style. The most notable nascent offender is Hanson, with BTR not far behind.

In 1987 Gould and Campbell identified three parenting styles. "Financial control" companies, epitomised at the time by Hanson and BTR, along with Tarmac and GEC, tend to delegate strategic

decisions to the managers of a diverse portfolio of business units, which have few if any dealings with each other. The centre's main role is to agree demanding short-term financial targets for the businesses and to monitor them ruthlessly.

"Strategic planning" companies, exemplified by BOC, Cadbury Schweppes, United Biscuits, BP and others, focus on only a few "core" businesses. The centre participates actively in formulating their strategies, aiming to help them make better decisions. It often initiates strategies which involve inter-related businesses.

"Strategic control" companies, including Courtaulds, ICI and Vickers, sit squarely in the middle. They have a strong commitment to decentralisation and they control their businesses against demanding targets. But they also

have extensive strategic planning processes through which the centre seeks to add value by reviewing, challenging and monitoring the strategies of each business.

Gould, Campbell and a colleague, Kathleen Luchs, have revisited the original material in the light of the companies' experience since 1987. Their two-part review, published in the October and December issues of *Long Range Planning Journal*, makes instructive reading.

They find it "ironic" that Hanson has said repeatedly over the past year that it will focus on seven "core" businesses and that BTR has claimed it is successful in global as well as regional businesses. Just as odd is BTR's declaration that it intends to share technology across businesses.

These pronouncements have obviously been meant to reassure investors that neither company is losing its way. But that is precisely what they seem to be doing - again assuming they mean what they say.

As the Ashridge trio points out, the essence of the financial control style remains its ability to improve performance in autonomous businesses. It "is much less suited to a portfolio of 'core' businesses, or to (ones) engaged in fierce global competitive battles, in which different national businesses must co-ordinate strategies to achieve success".

The academics warn financial control companies explicitly "to avoid blurring their strategies by claiming that they can also handle the sort of businesses that require a strategic control or even a strategic planning style".

For admirers of Hanson and BTR, a further concern must be Ashridge's new evidence of how hard it is to make effective use of strategic control, the centre ground towards which the two companies seem to be drifting. All five of the original study companies in this category have had trouble, mainly because their portfolios were too diverse for it to work well.

"The old idea that a decentralised structure, coupled with a modern budgetary and planning system, could allow a competent corporate management team to add value to almost any business fails to stand up," concludes the Ashridge team. Hence, in part, the decisions of Courtaulds and ICI to demerge themselves.

Strategic control also requires a difficult balance of tightness and looseness. To strike that balance, head office needs to know a lot of detail about its various businesses.

None of this is to argue that the boundaries between the three styles are watertight and that limited aspects of strategic control cannot be grafted on to either of the other styles. But a company's parenting style is usually based on a set of deeply embedded attitudes and practices which are mutually consistent. Alter one of them and you may reduce the effectiveness of the whole system.

Changing a parenting style is a far more complex and risky process than most companies and investors seem to think. Head offices are not leopards, but nor are they chameleons.

\*Pergamon. Tel 0665-794111.

**Electrolux has improved productivity by cutting the Lehel workforce from 4,800 at the time of the takeover, to 3,200. It has also divested non-core businesses**

demand dropped. Sales did not inform production. Lehel's managing director remembers: "They went on producing without realising what had happened."

"Electrolux has delegated, too. Managers, while fewer, have gained more freedom to manage. The company has committed more to training than is customary in its acquisitions. Takanen claims the policy has unlocked potential, particularly among middle management. Electrolux executives privately

reference. I would be very reluctant to enter into a minority position. To make the changes we are making you need to be in full control."

But disguising this iron fist is a velvet glove. Electrolux has grown through takeovers and its experience has taught it one lesson above all. "Be humble," Leif Johansson, president of the Electrolux group, advises. "People do things differently in different countries. One has to be humble to adjust to that - and even like it." Electrolux's modesty

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- (1) the above-named company has approved a payment out of capital for the purpose of acquiring its own shares by purchase;
- (2) the amount of the permissible capital payment for the shares in question is £380,000 and the resolution approving such payment out of capital was passed on 15 November 1992;
- (3) the Statutory Declaration of the Directors and the Auditors' Report required by Section 173 and 174 of the Companies Act 1985 are available for inspection at the Company's Registered Office at Paper House, 14 Welbeck Street, London W1M 7PP;
- (4) any creditor of the Company may at any time within five weeks immediately following 15 November 1992 apply to the Court under Section 176 and 177 of the Companies Act 1985 for an order prohibiting the payment.

Roger J T Givan, Director  
GJS 1992 Limited

## LEGAL NOTICES

No. 086572 of 1993  
In the High Court of Justice  
Chancery Division

IN THE MATTER OF  
HAGSTEDT/EMAP  
MAGAZINES LIMITED

and  
IN THE MATTER OF  
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that a Petition was presented to His Majesty's High Court of Justice on the 1st day of October 1993 for the continuation of the receivership of the company from 21.05.1990 to 23.05.1993 and the continuation of the receivership of the company from 23.05.1993 to 23.05.1993. A copy of the said Petition is filed in the High Court of Justice, Chancery Division, at the Royal Courts of Justice, Strand, London WC2A 2LL, on the 1st day of November 1993. ANY Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the continuation of the receivership of the company and share proceeds account of the Company should appear at the time of hearing in person or by Counsel for that purpose. A copy of the said Petition will be furnished to any such person requesting the same by the undersigned solicitors on payment of the regulated charge for the same. Dated this 16th day of November 1993.  
Dennis Hall  
Fife Chancery Lane  
City of London  
London EC4A 3DF  
Tel: 0171 403 1213  
Solicitors for the above-named Company.

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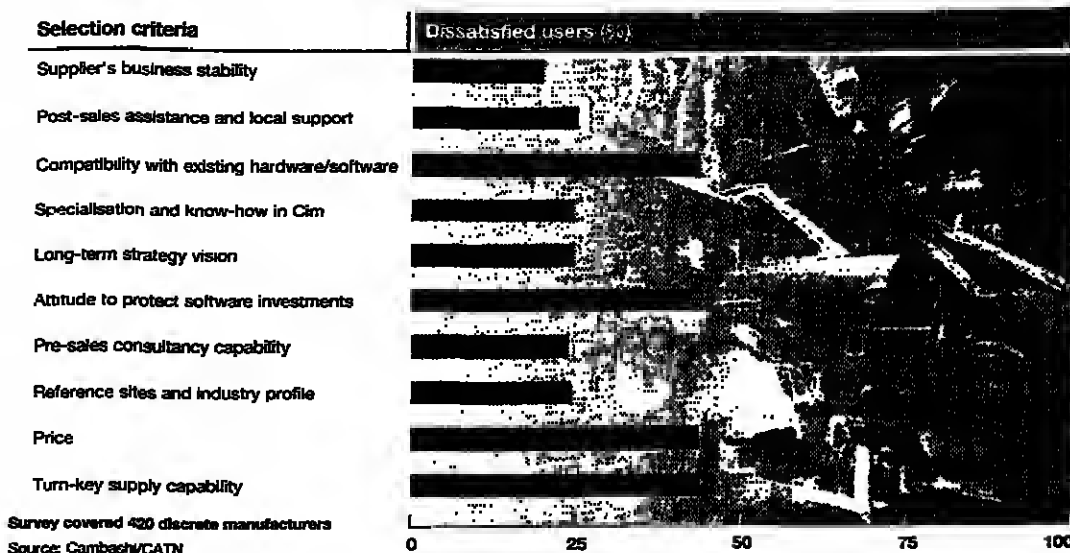


## TECHNOLOGY

Diane Palframan looks at why Europe's manufacturers are unhappy with their information technology

# Better supplies for the troops

How dissatisfied are the EU's manufacturers with software suppliers?



provided by the European Commission and the rest by the consortium. Although the Commission is funding the project under its Esprit IT research and development programme, it is unlike any previous Esprit project.

Advanced Information Technology (AIT) in design and manufacturing - as the project is called - only includes IT users and is focused on one of the main problems facing most industries today: bridging the gap between IT needs and IT offerings.

The project has not gone through the normal lengthy Esprit project approval mechanism. It was proposed in response to the Commission's request to industry for more user-driven, less technology-orientated, projects. (The Commission has often been criticised for the lack of returns to industry from its research spending.)

The initial idea came from Daimler, which approached Europe's aerospace and automotive companies (and some leading US companies in the same industrial sectors). In less than a year, the consortium was formed and funding approved

for the pilot phase. Rover backed the project from the first. "It brings together the expertise of the best people in the European automotive industry to develop a strategic framework for all IT requirements for design and manufacturing," says Paul Towers, Rover's manager of computer integrated engineering strategy.

The company is confident that in the past, technology was often installed with little thought about users and the organisation

despite some big differences between the sectors (such as the rate of manufacturing output), the consortium will reach agreement on common problems and how to address them. If it does, the next Ecu400m phase will follow, for which Esprit funding will also be sought.

This level of proposed European financial support reflects the scale

and importance of the project. The Commission's proposed total spending on research and development into information and communications technologies of which AIT is a part is Ecu3.9bn for 1994-95.

In the main development phase of AIT, the work will be split into individual projects in which selected IT vendors will be involved. The vendors need not be European but if they are to receive Esprit funds, they will be regarded more favourably if they have research and development facilities in Europe.

These IT projects will cover three areas: Product and process modelling (for example, the creation of digital mock-ups); Simultaneous engineering for the development and manufacture of new products, especially where the development is being carried out at several different sites; Production control and logistics support.

By the end of the 1990s, it is expected that many of the new developments will be demonstrable at user sites. Rover is looking forward to the next generation of IT

systems for design and manufacturing. They will have modules specially tailored to the needs of the automotive and aerospace industries, but have the same core.

"One of the benefits of this project is that we can start addressing the necessary organisational and cultural changes that the new systems will require ahead of their implementation," says Towers. "This way we're likely to reap more rewards from the systems."

In the past, technology has often been installed with little thought about users and the organisation. Towers admits that 10 years ago, Rover invested heavily in computer-aided design without a detailed implementation plan. Only recently has it started to re-engineer its business processes and introduce techniques such as team-based, concurrent engineering to make better use of the systems.

One of the biggest problems, however, with existing design, engineering and manufacturing systems, is integrating them so that the information flow from one to the next is fast, reliable and accurate. At the start of important aerospace projects, for example, the partners still invariably specify the use of a common computer-aided design system to overcome the difficulty of exchanging data between different systems.

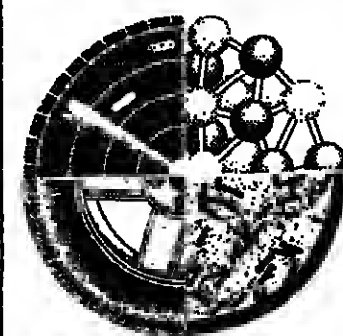
This inability to integrate systems from different vendors is one of the biggest causes of complaints from IT users in the manufacturing sector, according to a report on prospects for computer-integrated manufacturing (CIm) in the European Community produced by consultants Computer Aided Technologies Network (CATN).

User dissatisfaction with software suppliers, the report found, was higher than 25 per cent in some cases. Since a score of 5 per cent is regarded as cause for concern, this is extremely high. While there were few complaints about specific functional solutions, users felt that suppliers lacked the skills, experience and vision to integrate these.

Cultural changes are required by many IT vendors, insists Paul Drath, a consultant with Cambashi, the UK partner in CATN; otherwise, they risk losing business in the fastest growing market across all CIm applications. According to the report, manufacturers in the EC will invest Ecu1.7bn in systems integration in 1995 against Ecu970m in 1991.

Spending on all CIm applications - technical (design and engineering systems), process automation, logistics and integration - is expected to rise from Ecu970m to Ecu1.7bn. The manufacturers want more of this spending to go on satisfying their own needs rather than computer companies' desire to shift their

Worth Watching - Della Bradshaw



## Bringing home the Beaujolais Nouveau

US military technology combined with British computer expertise helped Lotus cars bring home the Beaujolais Nouveau.

As the race got under way to bring the Beaujolais Nouveau from Lacenas, north of Lyon, to Margate on the UK's south coast, one of the 55 cars carried a notebook PC which had the ability to plug into US military satellites to help navigate.

The Lotus Esprit S4 was equipped with a Carrera Technology notebook PC with navigation software from Nextbase. Trimble Navigation provided the plug-in equipment to enable the Lotus navigator to pinpoint the car's position on the map of France to within 100m. Carrera Technology, UK, 071 830 0488.

## Blue-chip managers need to branch out

The information technology departments in Britain's blue-chip companies are failing to serve the rest of the organisation because of their lack of commercial know-how, according to the latest report from Research International, of London.

The report, "The Changing Role of the IT Manager", identifies the need for IT managers to show more business acumen, and the authors believe there is a need for IT managers to become increasingly involved as a consultant in other areas of the business. The authors interviewed IT and non-IT managers in manufacturing, service and public-sector organisations in the UK. Research International, UK, 071 235 1277.

## Calling on stronger phone signals

One of the big drawbacks of cordless telephones can be poor

sound quality, which is hard to eliminate because the telephone is usually tuned to a specific channel. But the latest Southwestern Bell cordless telephone, sold by Audinline, can tune in to one of eight channels, choosing the one with the clearest signal.

The eight-channel selector on the IQ FF800 automatically memorises the three strongest channels. Then if the signal suffers, the caller can select the second-best channel, then the third. The caller is even able to change channels during a call. Audinline: 0527 584584.

## Pin-sized chip tricks thieves

A tiny microchip, just the size of a pinhead, could help police identify stolen vehicles, computers or mobile telephones.

Developed by Selectamark Security, of Kent, the Selectatag is programmed with a unique identification code - in the case of a car that could be the chassis number. Once programmed, using a hand-held reading and writing device, the tag cannot be changed without the appropriate authorisation.

If a car is then recovered the police can use the hand-held device to read the number. The tiny chip, which is circled by its own antenna, can be read through glass, wood, plastic and in metal from distances of up to seven inches. Selectamark: UK, 0689 860757.

## Getting in step with a softer heel

Walking the city streets is a wearing experience for the fittest, not to mention those with ailments which cause painful joints.

James Taylor, of London, the bespoke shoemaker, has devised a shoe heel which the company believes greatly reduces the shock of heel strike while walking.

The patented cushioner heel which can be fitted to all men's shoes and to ladies' shoes with wider heels, is made from hard-wearing moulded rubber with a semi-circular groove around the back of the heel. In the groove are nine small wedges, or cushioners, each about half the depth of the groove, which prevent the foot from twisting. As the wearer moves, the air-filled groove acts as a cushion. James Taylor: UK, 071 935 3917.

## PEOPLE

## Schroders' young guard advances

It is the turn of two younger men to head the investment banking division at Schroders, as David Challen, who has run that side for the last four years, moves on with effect from April of next year, acquiring the new title of group director of corporate finance. He does not move onto the main board.

"It is a pretty pressurised kind of business," the merchant bank's chief executive Win Bischoff remarks, adding that executives typically run the area for about four or five years in their early to mid 40s. Challen turned 50 this year. Challen will continue to be responsible for key UK corporate clients, and will also work

on expanding the group's Far Eastern business.

In a surprise move that sees corporate finance director Gerry Grimstone passed over in this round of promotions, 41-year-old Will Samuel and 48-year-old Derek Netherton become joint heads of the investment banking division. The splitting of the job reflects the overall growth of business and the gathering importance of continental Europe.

The division will now be managed by an executive committee, on which will sit, in addition to Netherton and Samuel, Richard Broadbent, John Reynolds and Robert Swannell.

## Non-executive appointments

Richard Scholes, below left, a director of Kleinwort Benson Securities, at BRITISH VITA. Rhidian Jones, below right, a partner with Turner Kenneth Brown, at BRITANNIA BUILDING SOCIETY. Hamish Bryce, chief executive of Thorne Lighting, at HENDERSON STRATA INVESTMENTS.



Richard Scholes, below left, a director of Kleinwort Benson Securities, at BRITISH VITA. Rhidian Jones, below right, a partner with Turner Kenneth Brown, at BRITANNIA BUILDING SOCIETY. Hamish Bryce, chief executive of Thorne Lighting, at HENDERSON STRATA INVESTMENTS.

director of Christian Salvesen, at EUROPEAN COLOUR.

Daniel Bejarano, executive chairman of F.D.E.S. Holdings, at CAPITAL INDUSTRIES.

John Constantine as deputy chairman at TRIPLEX LLOYD. John West has resigned from BRIDON because of continuing health.

James Miller, chairman of The Miller Group, and Bill Morrison, recently retired deputy senior partner of KPMG Peat Marwick, at BANK OF SCOTLAND.

Peter Cawdron, group strategy development director at Grand Met, at COMPASS.

Alastair Dempster as chairman of TSB GILT FUND on the resignation of Michael Ramsay.

Robert Jordan, chairman of Philip Harris and former chief executive of Fosco, at FABER PREST.

## Stone sinks from Owners Abroad

The departure of the old guard at travel group Owners Abroad continues with the news yesterday that Geoffrey Stone, the finance director, has resigned with immediate effect.

Called to his office at the group's headquarters were told that he had already left. He could not be reached for comment.

Stone's departure caused few stirrings in the travel industry. Two other senior figures had already left earlier this year: Howard Klein, chairman, and Roger Allard, managing director, announced their resignations last July after warning that profits this year would be half market expectations. One industry observer says

of Stone's departure: "I think he felt the writing was on the wall. He felt the new management wanted a clean sheet of paper."

Errol Cossey, one of the few survivors of the old Owners regime, is now deputy chairman and heads both the group's airline and relations with Thomas Cook, with which it has an alliance.

But the top job has so far eluded Cossey.

Michael Julien, former chief executive of the Storehouse retail group, was brought in as non-executive chairman.

Last month, Francis Baron, chairman of Anglo-Saxon Television, was appointed chief executive.

## Tax man scores at accountancy firm

Ian Barlow, 42, plans to get his foot on the ground on the road to boost his profile, in his new role as head of tax at KPMG Peat Marwick, one of the final appointments of the new senior team at the UK's second-largest accountancy firm.

He intends developing a strong marketing strategy and is considering ways of exploiting the growing trend towards self-assessment in tax returns.

He also wants to explore means of using the "balanced scorecard", the management technique to measure business performance using a variety of indicators, which he helped introduce to the firm.

Roger White, his predecessor,

remains senior UK partner and chairman of firm's international tax committee, but will increasingly concentrate on professional indemnity work at KPMG.

Barlow will take responsibility for strategy, management and other executive functions. He has a degree in engineering sciences from Cambridge University, and is a chartered accountant with the Institutes in both England & Wales and Canada.

Finance partner for the firm's south east region in 1991-93, he first joined in 1973 and became a partner in 1985. His tax clients have included Granada Group, MFI Furniture Group, Nestlé and Ratners.

## Tague travels onwards with Storehouse group

Retail group Storehouse accompanied its interim results yesterday with the news that it had finally appointed Stephen Tague, currently trading director of Alders department stores, as store operations director of BHS.

Tague, 38, is the first permanent appointee to that post since Ann Iverson moved across to become chief executive of Storehouse's Mothercare chain in June last year, although Steve Bedford, group

development director, has been standing in for the past year.

Tague began his retailing career with Debenhams as a graduate trainee. He held a number of store management positions before becoming sales controller of menswear, boyswear, luggage, sports and men's shoes.

He then moved on to join Alders International in 1986, first as retail operations director of UK airports. He then spent four years as group buy-

ing and merchandising director before becoming trading director of the department stores.

Tague is going to take up his appointment in January, from whence he will have responsibility for BHS's 123 stores, at a time when Keith Edelman, chief executive of Storehouse since August, is keen to expand the chain.

Keith Edelman said yesterday he was aware of the need to strengthen the top management of the group and restore

stability after a number of departures and changes.

Interviews are currently taking place for a new group finance director after the resignation of Graham Rider last month. Storehouse expects that an appointment will be made in the new year.

Storehouse is also looking for a new property director - another function that has been fulfilled recently by Steve Bedford - to speed up its store opening programme.



## Concert

## Jansons and the St Petersburg Philharmonic

The search for hard currency keeps Russian musicians on the road. It is remarkable to think back a decade to a time when the great Russian opera companies of the Bolshoi and the Kirov were virtually unknown in Britain, whereas now their work is the most familiar here of all foreign companies.

To see the St Petersburg Philharmonic again - Russia's single indisputably great orchestra - is like embracing a close friend after a brief absence. Hardly any British musical venue of importance has failed to welcome it at some point over the last few years: the Proms, the Edinburgh Festival, Symphony Hall in Birmingham - they have visited them all. This was the orchestra's second visit to the Barbican this year alone. Further concerts in 1995 are already planned.

Overkill, perhaps? No, one never tires of playing at this level and with this individuality of character, the latter always the sign of an aristocrat among orchestras. Such a description might once have seemed incongruous. On record in the 1960s and '70s (those raw Russian Melodiya recordings) the orchestra was recognised by its virtuosity and heavy force, a somewhat brash alloy. Now that we have come to know the orchestra in the flesh, the sound seems quite different.

At the Barbican it comes across as unexpectedly cultured. Berlioz's *Roman Carnival Overture* was sharp and detailed, but also well balanced, no overplaying from the brass. The smoky luxuriance of divided strings in Rakhmaninov's *Symphonic Dances* came from the exemplary blend of parts. In all this I assume the players had an influence, as the conductor Mariss Jansons has on occasion allowed other orchestras (notably the Royal Concertgebouw) to be too loud in this hall.

In Sibeli's *Violin Concerto* the interplay between soloist and orchestra was perfectly judged. Maxim Vengerov does not have a particularly big sound (Anne-Sophie Mutter, in this same concerto recently, was prodigious with tone and colour by comparison) but he feels the music from the inside, knows how to shape a phrase, gives character and meaning to everything he plays. It was a performance that kept eyes and ears on alert.

From Jansons himself one expects nothing less. For decisiveness there is no conductor today to touch him. Every rhythm in the Rakhmaninov was absolutely exact, clipped into place or punched out, as the occasion demanded. The athletic leap in the air that he does on the last chord of each piece only added to the dance-like quality of the playing - a thrilling, dynamic performance that would be difficult to beat. Electricity sizzles from the tips of his man's fingers.

Richard Fairman

## Face lift for Portrait gallery

William Packer visits the new Wolfson gallery's inaugural show at the NPG

Reports of the death of the portrait are greatly exaggerated. The works now on view at the new Wolfson Gallery of the National Portrait Gallery offer proof of non-extinction. But are they any good? That is another question.

The exhibition, called *The Portrait Now*, celebrates the conclusion of almost two decades of discussion about the development of the gallery and includes works from around the world produced since about 1980. It represents an attempt by the gallery to do the most natural thing in the world after a major refurbishment - to show off, drawing on its own and other public and private collections.

Unfortunately, however, it offers rather more than it delivers - the parts being greater than the sum, although it also offers a chance to see the great improvements made to the gallery itself.

About £2m was raised from private charitable funds, trusts and individual benefactors, to which the government added a further £1m for the expansion of the gallery. Founded in 1856 as the first purpose-built portrait gallery in the world, then NPG had long outgrown its home. Throughout the 1980s there was talk of moves and extensions, as opportunities came and went, but at last, in 1988, the issue was resolved by the acquisition of the premises across the road from the Gallery.

The new site houses a new Archive and Library (funded by the Drue Heinz Foundation), and a new

Conservation Studio (Headley Trust) and gallery offices. In the main building, the old basement has been converted into an Education Centre (Saring Foundation, Pilgrim Trust, Marks & Spencer, Studio (Clare Foundation) and Darkroom.

The most evident change, however, is to the old Level 1 where the offices and boardroom were, which is now remodelled and made over entirely to the display of the 20th century collection, photography, and temporary exhibitions. The new entrance on the corner of Orange Street at last affords proper access for the disabled (Hayward, and Sports & Arts Foundations).

The temporary exhibitions gallery has been used for this inaugural exhibition. It shows that, whatever may have been said about the demise of portrait painting, the human presence and identity will always be a fit subject for the artist, no matter whether or not he sets himself up as Portrait Painter complete with brass plate on the studio door. But does portrait painting have any vitality left in the late 20th century? The evidence of this selection is that so many of those artists who achieved international fame and fortune in this late period are simply not very good. While the roll call sounds impressive - Baseltz, Penck, Fetting, Schabel, Clemente, Salle, Bevan, Hamilton... need I go on? - too often the works are less so.

It is one thing to indicate a human face or figure, quite another to resolve it to the point of invoking a

unique identity. Such particularity is not necessarily a matter of long and detailed scrutiny, for much may be achieved quickly and with little. Here Bacon and Auerbach, and the less well-known Stephen Finer and Tom Wood, all show works in which the face, the presence, is not so much described as conjured out of the paint. From the Baseltzes and Schabels we have only infantile indulgence. The less well-known, and those more modest in the face of the task they have taken, on infinitely the more successful and supply the chief pleasures of the show.

Sara Raphael's Gary Sobers is comparatively tiny and densely worked, but none the less powerful and monumental for that. She is as good a portraitist as any we have. Michael Andrews (Serena), Tai-Shan Schienberg (John Mortimer), John Wonnacott (Dan with Rebecca IV), Peter Edwards (Seamus Heaney), Avigdor Arikha (Lord Home) all show distinguished works, and Gleys Barton's ceramic bust of Jean Muir is the outstanding sculpture, so deceptively simple, and so profound. The portrait is alive and well after all.

The re-display of the later 20th century collections is a wonderful relief after the cramped regime of recent years. The hang is now, if anything, over-spacious, but a little such self-indulgence quite forgivable for the moment. The arrangement is more or less by category of sitter - politicians, clerics, artists, scientists and so on - and inevitably wonder-

fully intriguing in its conjunctions, for it is in the very nature of the collection that the aesthetic quality of the work in question is not always, or even, a consideration. One gratifying quality, however, is the way in which the long-term benefit of the annual Portrait Award, sponsored first by John Player and now by BP, is becoming ever more apparent, as its commissions come in to strengthen the collections.

Several of the rooms have been specially endowed, including the Kaye Gallery for science and technology and the Porter Gallery, which is to be given over to recent acquisitions and commissions. The latest include Lord Annan carved by Glynn Williams, Lord Whitelaw by Humphrey Ocean and the Rev Chad Varah by Sara Raphael. The Photography Gallery has been funded by the Elm Trust, and is kicked off with *The NPG Collects* (sponsored by British Gas), a prime selection of recently acquired images from the 1930s to the present day, from Paul Tanqueray to Helmut Newton, and, as subjects, from Evelyn Waugh to French and Saunders.

Dr John Hayes, who has been its director since 1974, retires at the New Year. The present state of the National Portrait Gallery, at last full of works of art and full too, of life, is a worthy tribute to him and a magnificent legacy to his successor.

*The Portrait Now: The National Portrait Gallery, St Martin's Place WC2, until February 6.*



Glenys Barton's ceramic bust of Jean Muir

## Opera in Stuttgart and New York

## Zender's 'Don Quijote'

"Happy New Ears". The greeting comes from the 56-year-old German conductor-composer Hans Zender, an increasingly vociferous member of his country's musical avant-garde. As the title of a book of recent essays, it represents not just his disillusionment with traditional forms of opera, but his desire to set music theatre on a radical new course.

Zender's first opera - heavily influenced by his mentor Bernd Alois Zimmermann - was *Stephen Climax* (1986), in which two separate plots unfold simultaneously. Now comes *Don Quijote de la Mancha*, in which Zender isolates five components of opera - speech, song, instrumental music, action and scenery - and subjects them to the maximum number of permutations. The result is "31 theatrical adventures", premiered at the Württemberg State Theatre in Stuttgart and already scheduled for a second staging at the 1995 Salzburg Festival.

This is deconstruction writ large. The 31 scenes unfold like revue sketches, each lasting three to six minutes - except the 16-minute finale to the first half, the only scene

in which all five components come together. You have speech without song or action; sound without scenery; action without sound; scenery alone - and so on. Zender gives precise instructions on decor, gesture, timing and rhythm, but says the element that is marginalised, that is most effective at its most conventional, as in the flurry of staccato trumpet and horn calls accompanying the windmill scene. Elsewhere, Zender's serialism is unremittingly arid and cool. Voices - including three "readers" - often swamp each other. To sustain interest, the piece relies on visual variety, requiring spasms of concentration no longer than a pop video programme.

But in contrast to today's pop videos, *Don Quijote de la Mancha* is all intellect and no feeling. Content is secondary to technique; unity and harmony are replaced by bloodless dissection; art is reduced to a mathematical formula. We have been up the same cul-de-sac before - with Cage's *Europaeus* among others. Such experiments, aimed at shaping the future of opera on a super-rational basis rather than organically, serve only to trivialise the human and technical resources of a traditional opera house.

*Don Quijote* might have more to say in a production showing less respect for theatrical norms. The Stuttgart producer and designer Axel Manthey made no attempt to break the barrier between stage and auditorium, relying instead on a few electronic sound-effects and a sequence of eye-catching stage pictures inspired by Pop Art. Some of the action had a Pythonesque touch, as when Don Quixote and Sancho Panza tried obsessively to duel with their shadows. David Pittman-Jennings and Dieter Bunschuh made a heroic leading pair, backed by 16 other singers and a small orchestra under Bernhard Kootarsky. None of their efforts could mask the work's blatant tedium.

Andrew Clark

## A Rackham-ish 'Rusalka' at the Met

David Pountney's production at the London Coliseum taught us that *Rusalka* is a white opera set in a Victorian nursery; at the Met it looks rather different. The company has taken over from Vienna and Houston a version by set designer Gunter Schneider-Siemssen and director Otto Schenk. The stage looks vaguely Arthur Rackham-ish, though with all the poetry dissipated by the colouring and the 3D enlargement. There is a good deal of floating about in gauzy costumes, and a good deal of rising up from or descending into a pool of glittering plastic. With bumpy follow-spots that emphasize the staginess, this is not a pretty show to look at.

Nor does it sound pretty. John

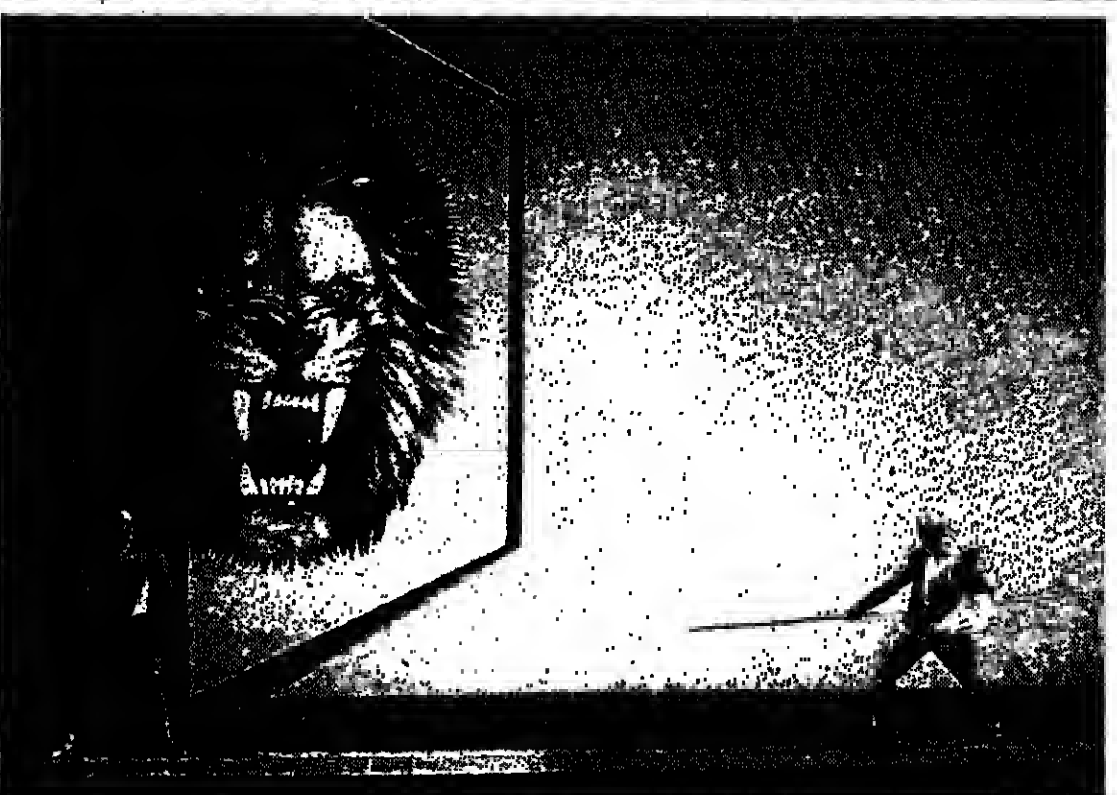
Flore, who conducts, does so brashly, so that one hears the broad strokes Dvořák borrowed from Wagner, not the delicacy he supplied himself. The unfortunate score is made to appear pretentious, exerting itself in directions it cannot pursue - though one can well understand that when the conductor has to spend three long acts looking at heavy Slavic twilights on stage.

Unhelped by conductor, director or designer, the cast are doomed souls, except for those who use a bit of vigorous character-acting. Among the latter are Wendy White as the arms-akimbo Kitchoo Boy, and Dolores Zajack and Sergei Koptchak, whose performances as Jejíbaba and the Water-Gnome are strongly drawn. Janis Martin as the Foreign

Princess is not in good voice, and Neil Rosenstein never seems a likely Prince. At the opening performance he was in trouble from the start, weak and wayward in pitch, and in the closing scene he almost disappeared from hearing.

Gabriela Benacková in the title role offers much pleasure, but not quite enough. The creaminess in her singing, though lovely, is too material for a water spirit, and the voice grazes itself when it has to touch the bottom note or two. She is at her best in the song to the moon, which this ramshackle production leaves standing as a solitary set-piece. All the rest - two and a half acts of it - seems, at best, unnecessary.

Paul Griffiths



The knight and the lion: scene from 'Don Quijote de la Mancha' in Stuttgart

## Obituary

## Lucia Popp

The world of music is mourning the premature loss of one of its most-loved artists, the soprano Lucia Popp, who has died at the age of 54. A particular favourite of British audiences, whether in the opera house (she was a regular feature of Covent Garden casting for 22 years) or concert hall, she made herself known across the globe as one of the warmest and most endearing of musical performers, with a voice, face and stage personality to match.

Czech-born, with a full, clear, silvery high soprano that initially allowed her to draw notice as Mozart's Queen of Night, she quickly

moved from a youthful debut (1963) at Bratislava to permanent engagement in Vienna, and thence to the most important international stages. As her voice filled out, the coloratura subtleties were abandoned and it was as an exponent of the Mozartian and Straussian light-lyric roles - Popp was the most delightful of Susannas and Zerlins - that she won so many hearts.

With maturity came a range of more weighty, serious characters (Strauss's Arabella and Marcellin, even Wagner's Eva and Elze), to whom she responded with the depth and naturalness of feeling that was her special characteristic. Though

hampered in the later stages of her stage career by hip problems, her dignity and communicativeness were left unscathed.

Popp also blossomed into a recitalist who could grip an audience with her powers of narrative, charm them with a simple lyric or comic portrait, and transport them willingly into territories (Czech, Hungarian and Russian song) beyond the confines of the safe, predictable *Liederabend*. Many records remain to show the breadth of her range as well as the more familiar qualities of her art.

Max Loppert

## INTERNATIONAL ARTS GUIDE

## BOSTON ORCHESTRA

As part of celebrations marking his 20th anniversary as music director, Seiji Ozawa brings the Boston Symphony Orchestra on a tour of Europe next month. Sponsored by NEC Corporation, the tour opens in London (Dec 4), followed by Paris (Dec 5, 6), Madrid (Dec 8, 9), Vienna (Dec 11, 12), Milan (Dec 13), Munich (Dec 14) and Prague (Dec 16). The programmes in London and Paris are devoted to music by Berlioz - with one of the Paris concerts taking the form of a tribute to Charles Munch, the orchestra's chief conductor from 1949 to 1982. Thereafter, most of the programmes are made up of Beethoven's Second Symphony and Mahler's Fourth, with soprano soloist Barbara Bonney. One of the Madrid concerts includes a Double Bass Concerto by 18th century Bohemian composer Johann Baptist Vanhal, with the orchestra's principal bass Edwin

Barker as soloist. The Prague concert, the orchestra's first visit there since 1956, is a programme of Dvorak lieder, with solo appearances by Yo Yo Ma, Itzhak Perlman, Frederica von Stade and Rudolf Fikovsky. It will be recorded for future television broadcast.

## EXHIBITIONS GUIDE

AMSTERDAM Rijksmuseum The Ottens Atlas. Ends Jan 30. Closed Mon

BERLIN Martin-Gropius-Bau Japan and Europe 1543-1929. Ends Dec 12. Closed Mon  
Museum für Ostasiatische Kunst Early Chinese Bronzes from the Klingenberg Collection. Ends Jan 9. Closed Mon  
Museum für Islamische Kunst Imaginary Animals in Islamic art. Ends Jan 31. Closed Mon and Tues  
Ägyptisches Museum Thomas Mann and Egypt: an exhibition of ancient Egyptian artefacts and portraits, together with original documents illustrating Mann's interest in Egyptology and his influence on his novel *Joseph and his Brothers*. Ends Jan 9. Closed Fri  
Brücke Museum Ernst Ludwig Kirchner: drawings and watercolours by the German expressionist painter. Ends Jan 9. Closed Tues  
Kunstgewerbemuseum Interior Design in Germany in the 1930s. Ends Jan 31. Dragons of the North: Norwegian goldsmiths' artwork from the turn of the century. Ends

Dec 30. Closed Mon

BRUSSELS Musée d'Orbigny From Giorgione to Tiepolo. Ends Dec 12. Closed Mon (71 rue Jean Van Oost, tel 511 9084)

DUBLIN National Gallery Caravaggio's Christ taken into captivity (1602): the painting which hung in an Irish religious college until three years ago is now on public view along with other Caravaggio works on loan from Scotland, England and Italy. Ends Jan 31.

EDINBURGH National Gallery of Scotland Treasures from the Mesdag Collection: 50 key works by members of the Hague and Barbizon Schools, as well as Corot, Delacroix and Daubigny, on loan from the Mesdag Museum in The Hague. Ends Feb 7. Prints by the group of French realist landscape painters whose ideas were later taken up by the Impressionists. Ends Dec 19. Daily

FRANKFURT Städt. Rosso Fiorentino's Madonna with St John as a Child: a newly restored painting by the early 16th century Florentine master can be seen alongside a copy made by one of his contemporaries. Ends Jan 30. Closed Mon

GLASGOW Hunterian Art Gallery C.F.A. Voysey: decorative designs 1880-1930 showing his outstanding skills as a designer of fabrics and

wallpapers. Ends Jan 22. Closed Sun

LONDON Victoria and Albert Museum Art of Holy Russia. Ends Jan 8. Daily  
Accademia Italiana Renaissance Florence: The Age of Lorenzo the Magnificent. Ends Jan 23. Daily  
Tate Gallery Ben Nicholson: retrospective of Britain's finest modernist painter. Ends Jan 9. Daily

Royal Academy of Arts Great Master Drawings from the Getty Museum. Ends Jan 23. American Art in the 20th Century. Ends Dec 12. Daily  
British Museum Drawings from Chatsworth: 120 works by Dürer, Holbein, Rembrandt, Rubens, Watteau and others. Ends Jan 9. Daily  
Marborough Fine Art Francis Bacon: small portrait studies. Ends Dec 3.

Hayward Gallery Alphonse Mucha: retrospective of the Czech Art Nouveau artist. Ends Dec 12. Roger Hilton: 100 works by one of the most vital British painters of the postwar period. Ends Feb 6. Daily  
National Gallery The Wilton Diptych. Ends Dec 12. Ken Kiff: a sampling of the work of the Gallery's second associate artist. Ends Jan 9. Daily

MADRID Prado Goya: cabinet pictures, sketches and miniatures. Ends Feb 15.  
Fundación la Caixa J.M.W. Turner: drawings and watercolours from the Tate Gallery in London. Ends Jan 20. Closed Mon  
Centro da Arte Reina Sofia Vienna

1900. Ends Jan 10. Closed Tues

MUNICH Kunststube der Hypo-Kulturstiftung Winterland: more than 60 paintings by Norwegian painters of the 19th and 20th centuries (including 13 by Munch), showing how the long winter and its effect on landscape has influenced the country's art. Ends Jan 16. Daily

Staatliches Museum unter Nationalsozialismus: a reevaluation of Germany's building programme between 1933 and 1945, a period regarded until recently as architecturally worthless. Ends Jan 9. Closed Mon  
Akademie der schönen Künste Henri Michaux (1899-1984): 130 paintings and drawings by the French poet and artist. Ends Jan 9. Closed Mon

NEW YORK Metropolitan Museum of Art Art of Medieval Spain 500-1200: a landmark exhibition comprising more than 200 works of art, including monumental sculptures, illuminated manuscripts, frescoes, textiles and precious objects in ivory, silver and gold. Ends March 13. The Armbrust Collection of Impressionist and Post-Impressionist Paintings. Ends mid-Dec. Master Drawings of the Hudson River School. Ends Dec 28. Closed Mon  
Guggenheim Museum Roy Lichtenstein. Ends Jan 16. The main museum is closed on Thurs, the SoHo site on Tues  
Museum of Modern Art Joan Miro. Ends Jan 11. Robert Ryman. Ends Jan 4. Closed Wed

Brooklyn Museum Arata Isozaki (b1931): retrospective of the world-famous Japanese architect. Ends Feb 27. Consuelo Kanaga (1894-1977): 120 works examining the work of an American pioneer in social photography. Ends Jan 9. Closed Mon and Tues

PARIS Louvre The Richelieu wing of the former royal palace, for years occupied by the Ministry of Finance, was inaugurated yesterday as an integral part of the museum. Running along the Rue de Rivoli, it houses collections of Islamic art, medieval art (including the Treasury from the Abbey of Saint-Denis), paintings from the northern schools and French paintings from the 15th to 17th centuries. Three covered courtyards provide the most dramatic innovation: two display French sculpture under gigantic glass roofs, while the third is a reconstruction of two facades of the Assyrian palace of Khorsabad, with its monumental winged bulls. Closed today, but open tomorrow from midday to midnight and on Sunday from 9 am to 6 pm. Thereafter daily except Tues (entry through Hall Napoleon under the Pyramid)  
Versailles Versailles and the Royal Tables of Europe from the 17th to 19th centuries: 1000 exhibits of French silverware and Sèvres porcelain. Ends Feb 27. Closed Mon  
Musée d'Orsay From Cézanne to Matisse: Masterworks from the Barnes Foundation. Ends Jan 2. Closed Mon, late opening Thurs (reservations: 4410 7300 or at Fnac shops)

Musée Eugène Delacroix Delacroix and Normandy: paintings, drawings and sketches illustrating the artist's links with the countryside, cliffs and frescoes of the region. Ends Jan 24. Closed Tues  
Grand Palais Les Nabis. Ends Jan 3. Closed Tues, late opening Wed  
Petit Palais Masterworks from Leipzig. Ends Dec 5. Closed Mon  
Musée de l'Orangerie Art in Paris at Paul Guillaume's: an exhibition recalling the influential 1920s dealer who specialised in African art. Ends Jan 3. Closed Tues  
Centre Pompidou Pierre Chareau (1883-1950): retrospective of the French architect influenced by Cubism and Art Deco. Ends Jan 17. Closed Tues  
Bernheim-Jeune Lucien Fontanarosa (1912-75): 60 oils and watercolours by the French illustrator. Ends Dec 18. Closed Sun and Mon

VIENNA Jüdisches Museum The museum's new premises at the palace in Dorotheergasse will be formally inaugurated on Sunday. The opening exhibitions are a representation of the cultural history of Jewish Vienna (till May 15), and a series of abstract paintings by avant-garde German artist Heinz Mack based on motifs from the Song of Solomon (till Feb 13). Closed Sat  
Kunsthaus Joan Miro: centenary exhibit of 120 sculptures. Ends Jan 24. Daily  
Kunsthalle Gary Hill (1951): 50 video installations by Los Angeles artist. Ends Jan 9. Closed Tues



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By Richard In New York

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Mr Oliver Walston, who farms 3,000 acres in Cambridgeshire and is an iconoclast in the agricultural industry, adopts an earthy tone to explain the antipathy of many farmers towards those who enjoy walking across their property.

"The ownership of land is the second most basic human feeling after sex," he says. "Anyone who interferes with that is playing with very strong emotions indeed. Farmers get terribly, terribly upset."

This sense of defensiveness largely explains why some farmers block footpaths on their land by ploughing them up, growing crops over them, building fences or walls across them, or placing a bull in the adjacent field.

And it also explains why yesterday the Countryside Commission, which advises the government on rural issues, launched its "milestones" initiative. Local councils will be asked to set out what action is needed if the commission is to achieve the target it set six years ago of opening and making usable all 120,000 miles of footpaths, bridleways and byways in England by 2000.

According to the commission's last survey in 1988, walkers have a 67 per cent chance of being unable to complete a typical two-mile country hike because footpaths have been obstructed.

Since then, the commission believes local authorities, farming and landowning organisations have been won over to the principle of improved access, but this has not yet been translated into practical steps by all farmers.

A survey last year by the Ramblers' Association found that a large number of farmers were ignoring provisions of the 1980 Rights of Way Act, which made it an offence not to restore public paths and bridleways promptly after ploughing.

Protecting existing rights of way touches a sore spot for some farmers. But Mr Walston goes further. His suggestion is that farmers should allow people to beat new paths of their own choice across agricultural land, provided they close gates and steer clear of crops and livestock.

Mr Walston has posted signs on his farm which welcome walkers and horse riders subject to these conditions. Other farmers, he argues, should follow his lead to overcome the bad image farmers have in the public eye largely because of the scale of grants they receive from the European Union.



## Why farmers feel hedged in

Alison Maitland on conflicts over access to the countryside

Direct payments to UK farmers this year will total more than £1.6bn, including £130m for "set-aside", under which farmers have to withdraw land from cultivation to cut over-production.

"What are you going to say when someone asks what you're doing to deserve this?" Mr Walston asks his fellow farmers. "You've got to have a rather better reply than: 'We're being very nice, we're producing food.'"

The response from many farmers to proposals as radical as Mr Walston's has been one of horror. Mr David Naisb, president of the National Farmers' Union, accepts that "there are farmers who won't allow people to exercise their rights of way". But, he says, granting total public access would lead to abuse of the countryside by irresponsible elements such as mountain bikers, jeopardise farm safety, disturb farmers in their homes and interfere with nature conservation.

If landowners refuse access on their own terms they could have "very unpleasant" legislation forced on them to strengthen the rights of ramblers, Mr Walston warns. But,

at least in the immediate future, punitive legislation seems unlikely. The government's policy is currently to promote greater access and "green farming" largely via the system of agricultural grants.

The Countryside Stewardship scheme, for example, will pay out £10.6m in the 1994-95 financial year to farmers who use more environmentally friendly production methods and allow public access where there was none before. Launched by the Countryside Commission in 1991, the scheme has opened some 200 miles of footpaths and bridleways and about 37,000 acres of land to public access.

Similarly, under plans drawn up by the government in response to reforms of the European Common Agricultural Policy, farmers will be eligible for grants for introducing and maintaining public access to their land in environmentally sensitive areas and in set-aside. That could mean aid for upgrading paths or restoring bedges.

Trying to change the behaviour of farmers via subsidies is well tested - and highly successful. Mr Peter Pemberton, of Bidwells, the Cambridge-based

land agents says: "It is incredible sitting here in the green 1990s to think that there were substantial grants for pulling out hedges, grubbing out woods, ploughing up pasture, draining marshes, and here 20 years later is the same level of grant for putting them all back again."

It may be that taxpayers are happy to see their money spent in ways that make farming less intensive. A Newcastle University survey published this month suggested that people would be prepared to pay much more for environmentally sensitive areas in which farmers are rewarded for "environmentally beneficial" farming.

But there are potential pitfalls in paying for public access, as the Countryside Commission acknowledges. It accepts that some farmers, particularly in remote uplands, who have no qualms about allowing walkers over their land without being paid a subsidy, might resent payments suddenly being made to encourage others to do same.

Moreover, if public access depends on receiving subsidies, landowners could withdraw that right of access if at a later date the subsidies were phased out.

That partly explains why the Ramblers' Association is pressing for a statutory "right to roam" across open country so that access, once granted, could not be withdrawn at will by the landowner, or when an environmental scheme comes to an end.

"Being a landowner doesn't give you the exclusive right of enjoyment of that land. It's not the same as someone's back garden," says Mr David Beskine, the Ramblers' campaigner on rights of way.

The association is adamant it is not disputing ownership. "We're concerned with having the right to walk over the land, without impinging on domestic privacy or depriving the owner of any income-bearing potential of that land," says Mr Beskine.

The growth in the association's membership from 39,000 in 1979 to 94,000 in 1992 illustrates the increasing influence of recreational walkers. Mr Beskine says members are increasingly frustrated at the siege mentality of some landowners. Some of their members, and others who have met obstacles during country walks, might prefer more extreme measures - such as the withdrawal of CAP subsidies if public access is not provided to land where it could do no harm.



## Joe Rogaly With respect, ma'am

"My Lords and Members of the House of Commons," the Queen might as well have read out yesterday, "My Government will work day and night in the hope that if it survives for another year it can float on an incoming tide of economic recovery for long enough after that to win the next general election. To this end, My Government has decided on a holding operation, while it waits for prosperity to return. Meanwhile My Prime Minister has bravely set out to find a political solution to the conflict in Northern Ireland."

"To keep you occupied while these processes work themselves out My Government has chosen 13 bills to put before you. Each has been rigorously selected according to a single criterion - 'Will it command Conservative backbench support?' The new laws may not do much good, but, with luck, they should do little harm. Most of the important bills - on Deregulation, for example, or Law and Order, or Education - constitute a tacit admission that policies pursued by My Government during the past 14 years have failed. Much of the proposed new legislation is designed to put right mistakes made during that period. For example, the lion's share of the 3,500 regulations identified as unnecessary or stifling to enterprise have been promulgated since 1979. What does My Government think it has been doing since then?"

"In spite of the revelation by my Secretary for Wales that the Health Service reforms have created new managers at many times the rate of addition of nurses and doctors, My Government proposes to add 'management' to the police services, tinker with the administration of the magistrates' courts, and create a new quango to oversee the allocation of funds for training teachers. It does not expect these measures to reduce crime or improve education, but they may serve two useful purposes. They will provide ammunition for populist declarations by Conservative ministers, and they will strengthen My Government's control over traditionally local functions. The revitalisation of local government is not a basic to which My Government intends to go back, although its policy of annual tinkering with local authorities will be pursued with vigour, this time in Scotland and Wales."

Of course Her Majesty could not have said any of the above. Her script was written for her by Mr John Major, whose first ambition it is to reunite the party after a session during which it nearly split irrevocably over the Maastricht treaty. The new parliamentary programme - the speech she actually read - is merely one component of the prime minister's strategy for success. Success? It would be a triumph if the prime minister brought the Tories together and restored the confidence of the electorate in his government.

Your guess as to his chances of pulling it off is as good as mine. We may, however, usefully list the other elements of his strategy for political recovery. Step one: the pro and anti European wings of the party are expected to settle around the concordat that he negotiated in the summer and published as an essay in *The Economist*. The essence of it is to

accept the Maastricht deal, but obstruct any further moves towards a European Union that could be remotely mistaken for an embryo super-state. It was carefully prepared. Mr Michael Portillo, the most powerful of the anti's, was shown the text a fortnight in advance.

Step two: Mr Major's speech at the Conservative conference last month told the audience what it wanted to hear: that Tories are tough on criminals, severe on "trendy" teachers and purveyors of common sense. He pursued this line again, to some effect, in his speech in the Commons yesterday. It is not noble, but some voters may fall for it.

Next, we have the economic recovery. Last week's trade figures were less awful than expected. Inflation has been held below 2 per cent for long enough to be convincing; this week's surprise fall in the rate of increase in the retail prices index is a boost for the government. Unemployment has been falling for most of this year. The figures announced yesterday suggest an accelerated improvement in the job market. People are still hesitant about the end of recession, but Mr Major puts that down to pre-budget blight. The hesitant mood should pass when Mr Kenneth Clarke announces his tax and spending plans in 11 days.

The chances are that the increases in taxation, and the cuts in expenditure, will have been discounted by the electorate before November 30. Mr Clarke is known to favour getting bad news out of the way as early as possible in a government's term of office, but it would be surprising if his pack-

age turned out to be as severe as people seem to fear. The prime minister, who is responsible for the Budget judgement alongside the need to keep his own job next year against the party's need to fight an election before April 1997, Mr Major is out of urgent danger, but he is not likely to pila on unnecessary had news now.

That leaves Northern Ireland. Here the prime minister has been bold. He has put himself before the voters as the man in charge of the peace process. He did so in Brussels a few weeks ago, in his Guildhall speech on Monday. In the Queen's speech yesterday morning and, a few hours later, in a careful passage in the debate that opened the new parliamentary session, he has stuck to his tactic of putting the extremists on both sides on the spot. The recalcitrant unionists led by the Reverend Ian Paisley are on notice that if they snail outside the conference chamber, that is where they will be left. Yet the unionists can veto any new constitutional arrangement. The IRA, and Sinn Féin, its political wing, have been told that if they, and not the British government, who must blink first, if the IRA renounces violence, then in due course it can be included in the talks.

With that made clear again yesterday Mr Major will now pursue a deal with Dublin, and, through one-to-one conversations, the leaders of the legitimate parties in Northern Ireland. It is the sort of thing he does best. Nobody, not even the prime minister, can gauge his prospects. Gladstone failed. So, in the end, did Lloyd George. Yet Mr Major's brave initiative must be taken seriously. He deserves all-party support for trying. If he succeeds, he will deserve much more than that.

### The new parliamentary programme is one component of Major's strategy for success. Success?

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL.  
Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

## Chancellor should end food VAT anomaly

From Mr Michael Poyner.

Sir, In his article, "Food industry split on VAT lobbying aims" (November 17), Guy de Jonquieres lists many of the anomalies which exist between those food products which are subject to VAT and those which are not. He rightly observes that new product development has made a nonsense of the original decision to exempt all essential foodstuffs from VAT and only charge it on luxury goods. But he concludes that, given political sensitivities and contradictory lobbying from powerful

manufacturers, the present all or nothing (zero or 17.5 per cent) system "for all its faults" will survive. However, in Britain we already have, in effect, an intermediary rate of VAT on food. In 1982, the VAT contributions of Kwik Save - Britain's leading food discount store - were particularly high. The store's VAT liability amounted to more than 7 per cent of its VAT-inclusive food and drink turnover. On food alone, it is in the region of 5 to 6 per cent. Most British consumers fail

to realise that they are paying VAT on any, let alone many, of their food purchases. The Chancellor should remove the anomalies and impose a single rate. He may well be tempted, in so doing, to set it one or two points higher than the effective current rate, but he should be uniform. To suggest that this would harm the poor, or that it is unfair, is nonsense. Kwik Save's customers, or, indeed, those who shop at Fortnum's, pay 17.5 per cent more for their chocolate biscuits than for their chocolate cakes. With a uniform rate of VAT

on food we would also be more in harmony with the rest of Europe. In France, for example, the standard rate on all food items is 5.5 per cent. Now that the pace of European food retailers' cross-border moves has begun to quicken - Tesco into France; Aldi, Netto, Edeka, Rewe and Lidl into the UK - such harmonisation makes sense. Michael Poyner, associate director, retail, COBA MID, strategic consultants, 4 Great James Street, London WC1N 3DA

## Not a distinguished policy

From Mr Gerald Holtham.

Sir, Readers are accustomed to the Financial Times's support for an independent central bank. International evidence is that fiscal policy is more subject to monetary policy to electoral manipulation. Some economists who favour independence of the central bank face up to the implications of that evidence and call for constitutional restrictions on the ability of politicians to run budget deficits. The Maastricht treaty, with its restrictions on government deficits and debt, is a large step in that direction. Now, Michael Prowse ("What Nafta says about democracy", November 15) invokes the authority of Hayek to argue that policy on international trade should be insulated from "perverse short-term" political pressures. Mr Prowse prefers Nafta, which he regards as the

epitome of "rational" policy, to democracy. I had not noticed that the numerous undemocratic regimes, of all ideological stripes, that the 20th century has produced were particularly distinguished by their rational economic policy. But the tide is clearly against me and such observations. The British government, in its eagerness to reclaim the benefits of the 19th century, continues with privatisation and proposes the abolition of health and safety legislation. From the FT, I infer that the process will be complete only with the repeal of the Reform Acts. After all, what is the point of universal suffrage to elect a government that must then be restrained from doing anything? Gerald Holtham, 13 Lansdowne Gardens, London SW8 2BQ

## Commercial agents' regulations are not so easy to avoid

From Mr S. L. Sidkin.

Sir, Your article on the new commercial agents' regulations which implement European laws in the UK on January 1 ("Agents' jobs ahead of EU law", November 15) drew attention to the action which is now being taken by many British companies in order to avoid being caught by these regulations. This action, however, may itself lead companies engaging agents out of the frying pan and into the fire. The reason for this is that some companies are encountering a particular problem when giving notice to terminate.

Unless the notice brings the agency contract to an end

before December 31 1993, the commercial agents regulations will apply to the contract. In this case manufacturers, suppliers and importers will be stuck with the benefits provided to agents under existing contracts, plus the consequences which the regulations entail. In particular, these will be the minimum period of notice to be given to agents and compensation payable on termination. Failure to have given the requisite notice will itself trigger a claim for damages. S. L. Sidkin, Fox Williams, City Gate House, 39-45 Finsbury Square, London EC2A 1UU

## Regulation of satellite TV

From Mr David Elstein.

Sir, Ian Hargreaves, in an otherwise thoughtful article, repeated a number of misconceptions about satellite television ("Why the BBC should be privatised", November 13).

First, that satellite broadcasters are not regulated at all. In fact, UK-based satellite broadcasters are subject to Independent Television Commission regulation on programme content and sponsorship, and advertising content and breaks. They are also subject to the Broadcasting Standards Council and Broadcasting Complaints Commission, and to EU directives such as Television Without Frontiers. It is true that ITV faces tighter requirements, but in return receives direct access to 99 per cent of UK homes, inherits a 40 per cent share of TV viewing, and is granted a monopoly on the sale of regional television advertising. This is a trade-off voluntarily accepted by each ITV franchise applicant in 1981.

Second, that ownership rules do not apply equally. In fact, all national newspaper groups

are free to set up as many satellite channels as they like, but may not hold more than one 20 per cent stake in an ITV company. This rule applies as much to Lord Blakenham and Conrad Black as to Rupert Murdoch. Similarly, ITV companies may not control satellite stations, nor vice-versa.

Third, that the UK faces a mounting deficit on its broadcasting trade account. In fact, if investment in the 120 ITC-licensed cable and satellite programme services, and in building the cable television network is included, the UK enjoys a huge surplus, and will continue to do so this decade. The source of Mr Hargreaves' flawed statistics clearly excluded this massive investment, but seems to have included satellite movie channel payments to Hollywood studios, which any sensible categorisation would list under film, not broadcasting, in trade calculations. David Elstein, head of programming, British Sky Broadcasting, Grant Way, Isleworth, Middlesex TW7 5QD

## No volte face on N Ireland

From Lord Healey.

Sir, Observer's talk of "an impressive volte face" in my speech to the Ireland Fund on Wednesday, is odd ("Troops in or out?"). As I said in my speech, we put the troops into Northern Ireland in 1969 to protect the Catholics against the B-Specials. When I walked through cheering crowds down the Falls and Crumlin Roads a few weeks later, I was accompanied by two leading members of the IRA.

The terrorist problem developed in 1970 when Labour lost power. In March 1972 I supported Harold Wilson's decision to talk in Dublin with Joe Cahill of the IRA, and I supported William Whitelaw's official talks with Gerry Adams and Martin McGuinness in July 1972. Perhaps Observer was asleep during this part of my speech. Too much Bushmills? Denis Healey, House of Lords, London SW1

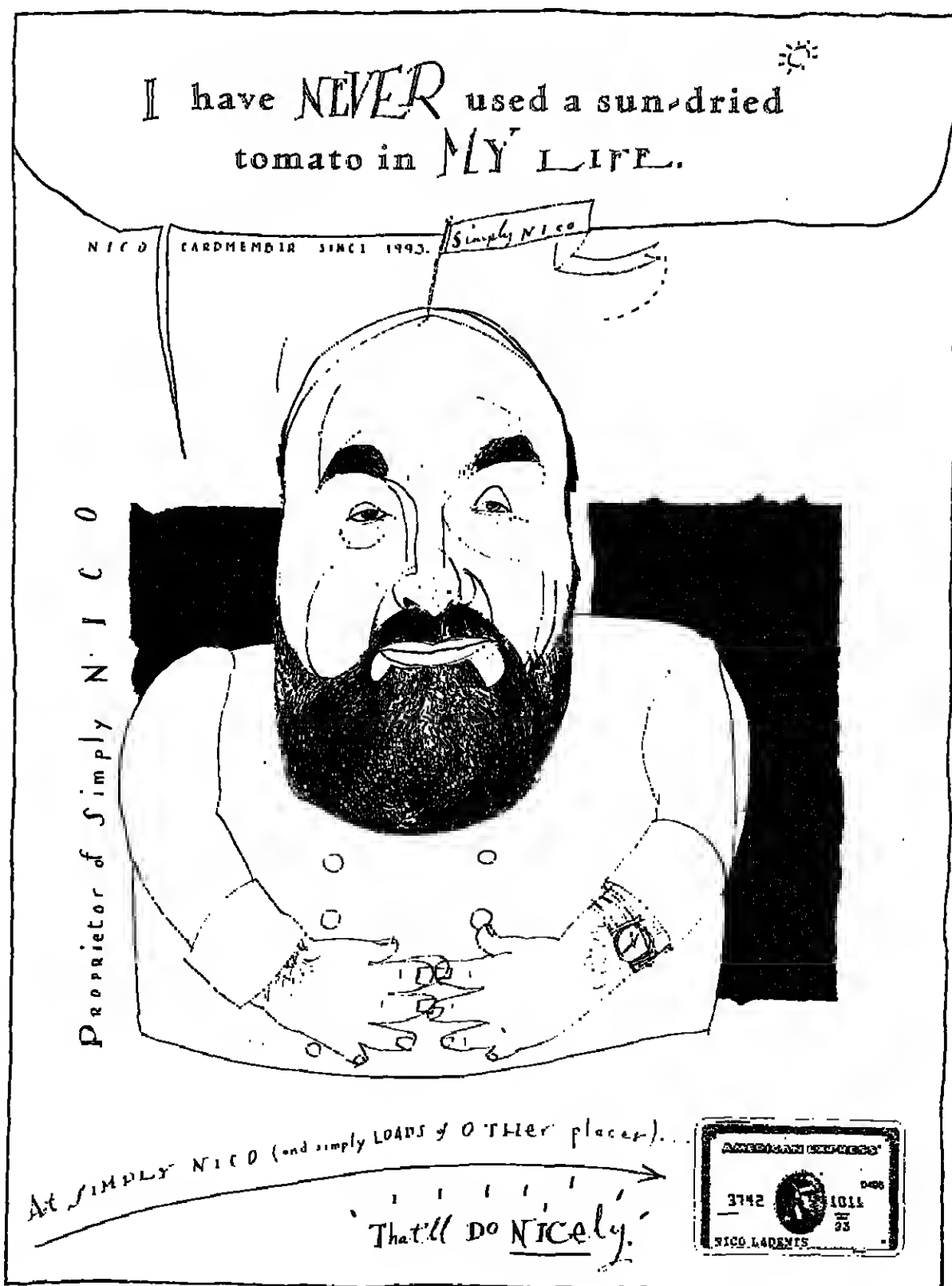
## Drink a day keeps doctor away

From Mr Henry J Pomeroy.

Sir, I wonder which bureaucrat dreamed up the requirement for Britain's already over-worked general practitioners to report twice-yearly on the number of alcoholic drinks consumed by each of their patients?

It could, of course, be a cost-cutting exercise. As the moderate consumption of alcohol can be beneficial to health, perhaps

the objective is to encourage increased consumption, thereby decreasing the necessity for visits to the surgery and lowering prescription costs? Henry J Pomeroy, Director of corporate communications, The Hiram Walker Group, The Pavilions, Bridgewater Road, Redmister Down, Bristol



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## FINANCIAL TIMES

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Friday November 19 1993

## Time to raise, a time to cut

ONE MIGHT have expected the Organisation for Economic Co-operation and Development to have steered clear of the dangerous world of macroeconomic forecasting and short-term policy advice. Its recent forecasting record has been far from impressive, while the world economy seems peculiarly unpredictable at present. Yet, undaunted by past difficulties, the OECD has once more stuck its neck out, using this year's annual report on the US economy to advocate a pre-emptive increase in US interest rates before the end of this year and a two-point increase by the end of 1994.

Is the threat of inflation in America's seemingly sluggish economy really that alarming? US administration officials, hounded up by Mr Clinton's victory on Nafta, will be disinclined to take the advice seriously. For, as the OECD itself points out, America's two-year old recovery has so far occurred at half the rate of the average of the previous five. The OECD expects growth next year to rise to 3 per cent, half the pace of a normal US rebound. Domestic inflation, measured by the GDP deflator, is actually expected to fall from 2.6 per cent this year to 2.3 per cent next.

But might the OECD have a point? The lags in US monetary policy are long and unpredictable, while US short-term interest rates are unusually low for this stage of a recovery - three month money market rates adjusted for inflation are barely positive. If Mr Greenspan, chairman of the board of the US Federal Reserve, wants to beat an onerous inflationary expectations, he must be prepared to move at the first sign that expectations are rising.

While the recovery may be sluggish, there have been clear signs of acceleration in recent months: manufacturing output rose 4.4 per cent to the year to October, retail

sales were 6.3 per cent higher and house prices are accelerating. Economic growth is, as a result, expected to be above an annual rate of 3.5 per cent this quarter, compared to only 1.3 per cent in the first half of the year.

Yet, so far, there is little evidence to suggest that inflationary pressures are building. Long-term interest rates have risen slightly recently but remain low by historic standards. Credit growth is sluggish, wage inflation is subdued and unemployment high for this stage of the cycle. The annual rate of consumer price inflation did rise 0.1 percentage points to 2.6 per cent in October, but producer prices fell 0.2 per cent.

In short, the case for an immediate increase in US rates is hardly compelling. As the OECD also points out, there are a number of reasons to think that growth may remain slow next year. These include the burden of outstanding debt in the personal sector, next year's tax increases, defence cuts, and continued slow growth in US export markets.

If slow growth remains the immediate problem, the same is doubly so for Britain. The UK economy has grown by a mere 2 per cent since the trough of the recession at the beginning of 1992, less than a third of the US rebound after a much deeper recession. Unemployment is falling, but other labour market indicators - wages, vacancies and employment - all suggest that deflationary pressures remain strong. Inflation is both low and falling, and UK short-term real interest rates are not only above 4 per cent but actually higher than they were a year ago.

Mr Greenspan can afford to wait before raising rates. Assuming that the British chancellor is prepared to tighten fiscal policy in his forthcoming budget, Mr Greenspan's British counterparts at the Bank of England can safely cut.

## Africa's axis

THE NEWS from Nigeria and South Africa dramatically illustrates the delicate balance between crisis and recovery in Africa. The army reasserts itself in Nigeria and General Sani Abacha removes the country's civilian head of state on the very day democracy wins in South Africa. Both events have profound importance for the two countries, but their significance is broader.

If sub-Saharan Africa is to recover from the disastrous post-independence era, it needs to co-ordinate its efforts and find common interests - whether breaking down internal trade barriers or tackling shared concerns, such as the continent's external debt burden and the need to promote Africa's cause in a more competitive world than greeted newly independent states some three decades ago.

Apartheid's end opens up the prospect of a Pretoria-Abuja axis, linking sub-Saharan Africa's two heavyweights, able to play such a co-ordinating role putting life into the Organisation of African Unity or presenting Africa's case at the United Nations.

Yesterday's effective deposing of Chief Ernest Shonekan, a former businessman who was attempting to revive a lapsed economic reform programme, is likely to prove not only a setback to Nigeria's prospects for democracy and growth. As one political crisis

follows another, the country's economy declines further. The northern partner in Africa's potential axis is becoming an increasingly enfeebled giant, governed by generals from the ranks of a corrupt, politicised army.

Mr Shonekan, who was forced to resign, did not enjoy a legitimate claim to be head of state. If any one can make that claim it is Chief Moshood Abacha, victor of the unblemished presidential poll last June. Yet even that process was a dubious exercise in democracy. Would-be presidential candidates were banned, and only two government created parties were permitted to campaign.

But the army's decision to abort the poll and extend Chief Shonekan's term in office had less to do with democracy than a reluctance to surrender power. Although General Ibrahim Babangida, who seized office in 1993, stood down, Gen Abacha took his place, albeit in the background. He now has to explain why he has taken centre stage. He has no viable new economic strategy to offer, for there is no alternative to the one pursued by Chief Shonekan. If Gen Abacha proclaims that he is at heart a democrat, President F W de Klerk, and Mr Nelson Mandela have shown there are better ways of demonstrating it. Only when Nigeria takes South Africa's route can their potential partnership become a reality.

## Monkey business

THE MOST controversial aspect of yesterday's largely anodyne Queen's Speech may turn out to be its deregulation bill. Cutting red tape is important if business is to flourish. But repealing regulations, particularly those covering sensitive matters such as health and safety, could run into a host of difficulties. The OMB union has already condemned the deregulation initiative as giving business the "freedom to kill".

It is therefore perhaps not surprising that ministers apparently intend to take so-called Henry VIII powers to scrap regulations without having to debate each change endlessly in the House of Commons. Mr Neil Hamilton, the rum-bustious junior industry minister in charge of the deregulation initiative, says: "We are planning to clear out the accumulated dross of a number of bills without seeking primary legislation which would clog up parliament."

Mr Hamilton, who describes himself as Mr Michael Heseltine's chief monkey, is to be commended for his enthusiasm. But his apparent desire to sweep away regulations with only scant reference to parliament is more questionable. It is not just that anything which smacks of rule by decree would in principle be objectionable. Ramming through deregulation in sensitive areas without effective par-

liamentary scrutiny could endanger the whole initiative if even a single death or serious injury could be plausibly traced to unthinking deregulation. Much, of course, depends on the details of the deregulation bill which is not yet public. While the new ministerial powers will be subject to some form of parliamentary process, the exact nature of that scrutiny is not clear. In particular, it is uncertain whether the government plans to use orders to repeal regulations which are written in primary legislation and whether a parliamentary debate would be automatic or only take place if a sufficient number of MPs called for one.

One way of meeting the constitutional concerns might be to establish a new select committee on standing committee for deregulation. This would ensure more effective scrutiny than the current practice, where ministerial orders are debated in the middle of the night, if at all. It would also prevent the parliamentary timetable being snarled up by thousands of small measures. The government might still be concerned that populist MPs would insist on keeping regulations which it believed onerous and unnecessary. But that would be a small price to pay for putting the deregulation initiative on a solid footing.

The spinmeisters are having a field day now that Nafta is over and won. President Bill Clinton's fans say he alone pulled it off, demonstrating toughness with his own Democratic party, persuasiveness in argument and shrewd tactical sense in understanding that this was a victory that could only be gained late in the day. He displayed, they said, the sort of resilience against all odds that characterised his election campaign and this means broad sunlight up ahead, even in the Washington political swamp.

His detractors are dismissive, saying he was too slow to realise that Nafta might lose, bought it with give-away deals, was bailed out by his vice-president, Al Gore, co-quorum of Ross Perot in televised debate, and only survived on the backs of a Republican vote he can never again take for granted.

The truth is an amalgam of some of the above, and more besides. Perhaps the most objective assessment has come, surprisingly, from Senator Bob Dole, the Republican leader, a Nafta supporter but normally the most partisan of politicians.

"I have to say I am impressed," he said hours before the House voted but when victory seemed assured. "I had my doubts but it has become clear that he understands it is important to win and he has not just stuck with it but fought hard and realised what would happen to his presidency if he failed."

The same could have been said for the budget battle in July and will doubtless be said again when health care reform comes to Congress next year. The Clinton presidency, it seems, is destined to live or die on a handful of hard-won votes. It may be a rum way to run a railroad but from Tokyo to Paris these are the tracks on which democratic governments are now consigned to run.

The clear lesson from Nafta, certain to be duplicated over health care, is the extent to which most of the tough domestic issues, taxation only partly excepted, cut completely across party lines. Success or failure depends on amassing a series of shifting coalitions, often with unlikely bedfellows.

Most of the Democrats who sustained Mr Clinton over the budget deserted him over Nafta. A majority of the Republicans, who voted as a bloc against the budget because of its tax increases, supported him on Nafta. Already on healthcare there are more glimmers of an alliance between the White House and moderate Republicans than with conservative Democrats. Liberal members of the president's own party some-

Nafta was a lesson for Clinton on the power of his office, writes Jurek Martin

## Another one under his belt

how have to be brought on board, if only to offset the certain opposition of the Republican right wing.

The fault lines in both parties are now very deep. Democratic wounds, especially with organised labour, will take some repairing. But Mr Clinton, always good at political healing, was conciliatory in victory on Wednesday night, as was Mr Thomas Foley, the Democratic Speaker of the House, in the last speech of the great debate. With time the unions will probably retract threats to work against Democrats who supported Nafta. They will fight Gatt, if it comes to them, but with small expectation of success and thus much less effort.

It is no exaggeration to say that Nafta might prove to be the last great stand of the old left. Deprived of the demagoguery of the Reagan-Bush presidencies and with tenuous

Clinton still does not command the heights of respect that his record might seem to warrant

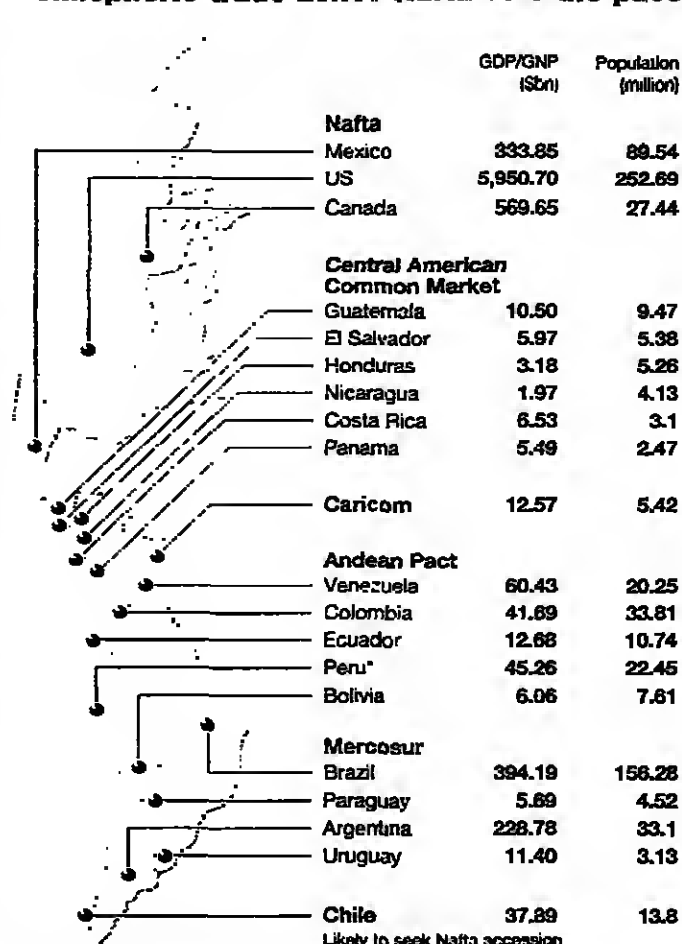
peace prevailing in central America, it has been pushed to find great causes around which to unite. Working with Ross Perot and the "America First" brigade cannot have been

a pleasant experience, especially since it came up short.

Divisions in the Republican party, contemplating a ferocious contest for the 1996 presidential nomination, are perhaps more profound now than the Cold War no longer provides cohesion. Jack Kemp, who probably will run, and Pat Buchanan, who says he will not again, slugged it out on TV this week offering two very different visions of what the party should look like - and both come from its right wing.

One of the more fascinating spectacles of the past two weeks has been the performance of Congressman Newt Gingrich of Georgia, the chief Republican attack dog and almost certain to be his next leader in the House. Not only was he seen co-operating closely with President Clinton, a prospect once considered unthinkable, but he was even allied to some of his less conservative colleagues. He also delivered the goods, in the shape of 132 Republi-

## Hemispheric trade zone? Nafta sets the pace



can votes for Nafta. It is a larger question, however, if this bipartisan approach will extend to other issues, above all healthcare.

A clear loser in Nafta was Ross Perot. Increasingly perceived as not only just another politician but also a most bad-tempered one. Both parties, especially Republicans, will be relieved at this, but the well of discontent he tapped last year as an

independent presidential candidate has not evaporated and there is every chance that he will continue to throw his vast financial resources at issues which catch his fancy, including healthcare.

But it is Bill Clinton who gets the most attention. Here he is, 10 months into his presidency, with two big victories under his belt and a long list of lesser ones yet still

unable to command the heights of respect that his record might seem to warrant. This month's off-year elections showed no regard.

Polls this week, admittedly taken before the vote, put his approval rating at generally below 50 per cent. This is the lowest of any president after nearly a year except, curiously, Mr Reagan. Since Nafta seemed so dimly understood by most Americans there is no assumption that Clinton will get a lasting bounce up again. His poll standing seems to rise most when little is happening - as in the summer.

In a TV interview this week, Mr Clinton was typically philosophical. "Any time you try to change as many things as we do, you put yourself on the line. But that's the kind of person I am. I didn't run for president to husband my popularity or to be very limited in my aspirations."

What he might have learned from this struggle, though, is a lesson in the power of his office. All along, even when it appeared well ahead, the anti-Nafta coalition confessed a fear of what might happen if Mr Clinton woke up to this fact, not simply because of the patronage at his disposal but also because of the force of argument he could bring to bear.

He had been pondering this, too, though for non-trade reasons. A few weeks ago, he held a White House dinner for a small group of intellectuals, including William Julius Wilson, the black sociologist from the University of Chicago. Their advice was the imperative of using the presidency once again as a "bully pulpit", as Theodore Roosevelt once called it and as Ronald Reagan so effectively used it.

Thus, last weekend, at Rev Martin Luther King's old church in Memphis, Mr Clinton delivered a powerful sermon on crime and on the responsibilities of black citizens to arrest the decay of their families and communities. Dr Wilson probably was nodding in approval.

It is a far cry from this message to the legislative complexities of anti-crime legislation and healthcare. Some White House officials already think Mr Clinton spreads himself in public too thinly, others want him to impose himself with greater authority on the political culture. Both seem difficult to achieve, given his intellectual and political eclecticism.

Meanwhile, business will go on. Nafta digested and the instant spin spun out, it will be back to healthcare, Bosnia and Haiti, a possible Cabinet reshuffle, a balanced budget amendment, the Gatt conclusion, Apec in Seattle, Nato in Brussels and Yeltsin in Moscow. At least the foreigners now have reason to be impressed.

## Where trade winds blow

Stephen Fidler on Latin America's steps toward integration

rivalries with their neighbours. So, as the industrialised world has had cold feet over free trade, Latin America has embraced it, wistfully extending tariffs to the outside world and its neighbours.

Whereas in 1985 the average tariff level in Latin America was 56 per cent, in 1992 it was 16 per cent. Trade in the region - traditionally low because of high tariffs, import barriers and poor communications - has rocketed. The value of trade among Latin American countries jumped 28 per cent in 1992, reaching a record \$19.4bn, following a 24 per cent rise in 1991.

This is already evidence of de facto economic integration. What is clear is how the formal process of economic integration in the hemisphere will be advanced.

For the US, the idea that in a world of trade blocs it can depend solely on the western hemisphere as its main area of economic influence is far-fetched, as Mr Clinton's talks this week with Asian leaders

trade gains from agreements with the US would be Mexico and Brazil. For the other countries, the main benefits would flow from increased investment and insurance from unilateral trade measures taken by the US.

Mr Alejandro Foxley, the Chilean finance minister, said yesterday he had been assured two weeks ago by Mr Clinton in New York that Chile would be the next on the US free-trade agenda, but there was no rush to reach a deal. US officials have also cited Argentina and Venezuela in that order as those most likely to follow Chile.

Even though he has kept Chile out of the main South American free trade areas, Mr Foxley said Latin countries should seek greater economic co-ordination to deepen integration within Latin America.

Poorly co-ordinated economic policies in regional groupings have led to friction, for instance, between Brazil and Argentina. Argentina is pursuing an anti-infla-

tion strategy which has brought annual inflation down to single digits, but which has led to an exchange rate appreciation in real terms. Brazil's projected inflation rate this year is about 2,000 per cent and the government has been keeping the exchange rate competitive to encourage exports. The result has been a widening trade gap in Brazil's favour. Brazil now exports to its southern neighbour twice what it imports.

The Andean Pact - grouping Venezuela, Colombia, Peru, Ecuador and Bolivia - in September 1992 set up the developing world's first customs union. But not before Peru "temporarily" pulled out, citing in part the competitive advantages that cheap energy offered to industries, particularly to Venezuela. The Central American Common Market has been hindered by Costa Rica's objections to moving closer to its neighbours.

Despite such obstacles, Latin America is unlikely to give up on integration. "We have to follow a two-track process: fighting for a multilateral trade system but building our bargaining power in case the industrialised countries abandon their commitment to Gatt," said Mr Foxley.

## Oiling wheels of research

■ There will be knowing smiles at BP headquarters as the news, expected today, that Sir John Cadogan, who retired last year as BP's research director, is to be director general of Research Councils - the key job in the government's new structure for running British science.

It means that Cadogan, a 63-year-old organic chemist who will be responsible for dishing out more than £1bn a year to support university science, will be reunited with another old BP hand, Bob Malpas, chairman-elect of the Natural Environment Research Council, was a BP managing director during the 1980s.

Former colleagues will be interested to see how Cadogan's super-confident management style goes down in Whitehall. One of his achievements at Britain's premier oil company was to introduce a system of cost-benefit analysis to justify R&D spending to the BP board. Hard to believe in such high-falootin' figuring when he tries to extract more money for science.

## Damned publishing

■ Britain's dinky book trade will be agog at hearing that Terry

Maher, recently ousted as boss of Pinter, owner of Britain's second biggest bookstore group, is already at work on his memoirs.

Mind you, putting pen to paper is the easy bit. Finding a publisher, especially one who will publish Maher's long crusade against the publishing industry's biggest perk - the 100-year-old Net Book Agreement.

And if Maher is as rude about rival booksellers as he is about the NBA ("an organised conspiracy against the public's interest") then he might find it hard to get prime place on the shelves.

Early days yet, admits Maher, 53 next month. He has only written 4,000 words and has yet to come up with a snappy title. However, he already has two titles to his credit - *Counterblast* (1985) and *Effective Politics* (1988) - which date back to when he stood (unsuccessfully) as a Liberal candidate for parliament. Maher's enemies in the City and the book trade may be unmoved to hear that he is finding the writing... "very therapeutic".

## Ready sliced

■ So where exactly is the much-trumpeted British supermarket war taking place? Certainly not in the advertising trenches, where the battle more closely resembles formal jousting than tooth-and-nail struggle. Take the latest advertising

## OBSERVER



"I'm not abusing the right to silence - I'm trying to think of something witty to say"

campaigns by J Sainsbury and Safeway. Sainsbury's has recently cut the price of 300 popular own-label products. Naturally, arch-rival Safeway has quickly followed suit.

But this is a war of total emulation. So Sainsbury launched its price-cut with the slogan "Sainsbury's - essential for the essentials". Meanwhile, Safeway's breathtaking innovation was: "Safeway - low prices on everyday essentials". We are further informed that Sainsbury's gives "low prices every week" and Safeway offers "everyday low prices".

Ah, the whiff of cordite among the shopping trolleys...

## Noblesse oblige

■ Now that universities and colleges are almost as preoccupied with fund-raising as they are with learning, it was inevitable that someone would publish a book measuring their comparative financial performances.

Thus we have the somewhat pricey (£25 a copy) - Higher Education Financial Yearbook, the work of Noble & Co, the small Edinburgh issuing house, which has produced it with the Times Higher Education Supplement.

Noble & Co compiled its data base on higher education through giving colleges financial advice and running business expansion schemes for student accommodation.

The company has always been one of the most imaginative of the small Edinburgh finance houses. It was founded in 1980 by Sir Iain Noble, who earlier launched the Edinburgh merchant bank Noble Crossart with Angus Crossart. The chief executive is Sir Iain's brother Tim.

## Sign here

■ Good and bad tidings for Companies House, the repository of 1m sets of company reports and accounts every year.

Yesterday its own annual report won the Price Waterhouse award for the best annual report produced by a government agency. And the bad news? Accounting the award, Companies House chief executive David Durham ruefully acknowledged his report would not have been acceptable if submitted by one of his customers. It lacked the auditor's signature - the most common reason his agency rejects accounts submitted.

## Don't laugh

■ And well done to Price Waterhouse itself for its Budget Christmas cracker which has landed on Observer's desk. Instead of the usual weak jokes, such as why couldn't the leopard escape from the zoo? (answer, because he was spotted), PW's tax specialists have filled the cracker with famous sayings from Tory chancellors. Bound to raise a few titters are: "Fencible for a zero PSBR will be the norm" (Nigel Lawson, March 1988); "We are likely to see the temporary re-emergence of a public sector borrowing requirement" (Norman Lamont, March 1991). However, Observer's favourite is Anthony Barber's observation in his 1972 budget that VAT has been "deliberately designed with the interests of low income families in mind". Hope this little cracker doesn't jeopardise PW's chances of winning any more juicy privatisations.



## Brussels warns impasse will damage both industry and the new union Italy rejects EU steel compromise

By Andrew Hill in Brussels,  
Robert Graham in Rome and  
Arlene Gennard in Bonn

A POLITICAL row between Italy and the European Commission over restructuring the steel industry erupted into the open last night when a meeting of European Union industry ministers broke up in acrimony and disarray.

The Italian industry minister, Mr Paolo Savona, rejected a compromise deal on subsidies and capacity cuts at Liva, the loss-making state steelmaker, put forward by the Commission.

Senior commissioners and the Belgian presidency of the EU warned that the impasse would have highly damaging repercussions not only for the ailing EU steel industry, but for the new Union itself.

Mr Martin Bengemann, industry commissioner, said it was a "black day" for the EU, and Mr Melchior Wathelet, Belgian industry minister, who chaired the meeting, said the outcome did not bode well for the relationship between the Union's institutions.

Mr Wathelet said he would only call a follow-up meeting of ministers, on December 17, if there was a chance of a deal.

Mr Savona, who was in frequent telephone contact with the Italian prime minister during the meeting, denied that Italy was being inflexible. But his passionate opposition to Commission proposals to cut capacity at Liva by 2m tonnes is almost certain to be discussed, at least informally, when EU leaders meet for the Brussels summit on December 10.

The Commission and EU presidency also claimed that Italy's

intransigence had prompted other ministers to unearth their objections to specific proposals, when agreement on an overall restructuring of the Union's state-owned steel producers had seemed possible.

The Commission had asked ministers to give their political blessing to six companies - in Italy, east Germany, Spain and Portugal - in exchange for a total of 5.5m tonnes of capacity cuts. Final agreement on steel subsidies must be unanimous.

Political accord would have put in place the central plank of an EU programme to support the steel industry, which is suffering from recession and overcapacity. But in the absence of curbs on aid, private EU steelmakers made clear they would not come forward with

proposals to reduce capacity by a further 10.5m tonnes.

A loose coalition of Britain, Denmark, Luxembourg and France is also opposed to elements of the Commission plans for east Germany and Spain.

The Danish and British governments are particularly concerned about the possibility of a new hot rolling mill being built at Ekostahl, the east German steel producer, 60 per cent of which is being offered for sale to Riva, a private Italian steel company.

The Treuhänder, which is handling the Ekostahl sale, will add a further element to the complex negotiations today by setting a deadline of next Tuesday for Riva to answer "crucial questions" about the new mill before the sale can be concluded. The agency said it was still in talks with other potential buyers.

## Hosokawa achieves go-ahead to reform political system

By William Dawkins in Tokyo

MR MORIHIRO Hosokawa, the Japanese prime minister, yesterday scored a political victory by winning parliamentary clearance for the first political reforms since the second world war.

The lower house of parliament gave a bigger than expected 270-226 majority to four government bills to change Japan's discredited multi-seat constituency system to a mixture of single-seat constituencies and proportional representation.

Donations to political parties will be strictly controlled, in an attempt to halt the financial scandals which have swept Japanese politics over the past few years, and corrupt politicians will be barred from office.

The bills now pass to the government-controlled upper house for final agreement, expected by the end of the year.

Yesterday's vote exposed further splits in Japan's two largest parties, which used to be the postwar political establishment -

the opposition Liberal Democratic party and the Social Democratic party, the biggest partner in the seven-party coalition.

Thirteen mainly young LDP members defied party instructions and voted for the bills.

Six more abstained, including former prime minister Toshiki Kaifu, leader of one of the two LDP governments to fall because of failure to enact political reform, and former deputy prime minister Masaharu Gotoda.

Five Socialist dissidents ignored instructions to support the government and voted against the bills, on the grounds that their party will do badly under proportional representation. The Socialist split could widen as the bills pass through the upper house, where the Socialists have a more robust.

The lower house vote was a remarkable departure from the political tradition of reaching consensus on important laws in backroom negotiations.

Attempts at compromise between the ruling seven-party

coalition and the government collapsed on Tuesday, despite compromises offered by Mr Hosokawa, obliging him to resort to a parliamentary showdown.

Once the bills have gone through the upper house, an independent panel will draw up electoral districts for future elections. The timing of the next general election is up to Mr Hosokawa, but most political analysts expect it to come in the second half of next year.

Mr Hosokawa's victory augurs well for his meeting with US president Bill Clinton, a keen advocate of political reform, in Seattle this afternoon.

The Japanese leader is also expected to use the meeting to confirm plans to cut income tax, due to be proposed by a government panel today.

This step could relieve US pressure on Japan to stimulate domestic demand for imports, a way of curbing Japan's politically irksome trade surplus.

Push against old system, Page 8

## Volvo backs merger with Renault

Continued from Page 1

As part of its campaign, Volvo has this week brought in analysts and consultants it has used in its own assessment of the merger to impress on shareholders the bleak future facing Volvo's car operations if it does not proceed with the Renault deal.

"Further substantial investments are required for Volvo, singlehandedly, to be able to achieve the profit levels that are demanded long-term in the automotive industry," Mr Gyll said yesterday.

Both Volvo and Renault published their results for the first nine months yesterday, with Volvo, the prospective junior partner in the merger, showing a robust return to profit, while Renault pre-tax profits fell steeply to FF1.03bn (\$170m) from FF1.5bn.

Volvo announced a pre-tax profit of SKr1.06bn (\$129m), a turnaround from a loss of SKr707m in the same period last year.

## THE LEX COLUMN Cable connections

The strength of the dollar against sterling heavily flattered Cable & Wireless's profits in the first half. It also reinforced the importance of Hong Kong Telecom, which is driving not only the company's p.d., but also its stock market valuation. The market value of C&W's properties outside Hong Kong is now at its lowest level for five years. That is a reflection not of the poor prospects for Mercury and the Caribbean hut of the overheated level of the Hang Seng index.

C&W is making efforts to diversify, the One-2-One cellular service in London being the latest example. Yet effort over the past two years has been directed at tidying up the balance sheet and staunching cash leakages. Now that C&W is more watertight, and has earned some credibility with the market, it is well placed to take advantage of the opportunities in global telecoms. Since it seems to have a bit with One-2-One, an accelerated roll out might demonstrate that the company is not only capable of house-keeping, but also of putting its full weight behind winners.

Perhaps C&W has been circumspect because the options are so broad. Basic telephony concessions will open up in developing countries, as will opportunities to provide sophisticated services as a second force in western Europe. China remains a great prize on the horizon. In technology, the possibilities range from the expansion of radio services to multi-media. Faced with such a range, a little caution may be in order. C&W is only a medium-sized player. The time is approaching when its management will have to prove it can apply the company's limited muscle where it counts.

Whitbread

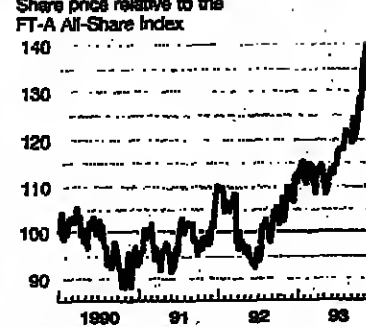
One must beware of Whitbread's tendency to strip pension fund contributions out of its margin calculations. Since the holiday appears over for good, they will be a regular feature from now on. Even so, its interim results show its focus on strong brands and retailing paying off handsomely. There is evidence of organic growth to compensate for the failure to bag Chef & Brewer at a reasonable price, although that also increases the regret that it missed out on the chance to apply its skills to such an enticing opportunity.

For the time being, Whitbread should be buoyed by economic recovery, though, again, it may be overstating the prospects in the southeast

FT-SE Index: 3123.5 (+5.5)

Cable & Wireless

Share price relative to the FT-SE All-Share Index



Source: FT Graphix

where some sales must have been lost permanently to parallel imports. Sooner or later, more strategic decisions loom. The stakes in big companies such as Grand Metropolitan, which it is acquiring with the Whitbread Investment Company, will clearly be sold. Such is the strength of its balance sheet that, were it to sell the regional brewers as well, it would have virtually no net debt.

The natural response might be for Whitbread to buy one of these regional companies such as Boddington or Marston outright. But the purchase of WIC was less a matter of strategic design than a bi-product of the decision fully to enfranchise "A" shareholders. Whitbread's true intentions remain obscure. While it stays in brewing - which may be necessary to secure cash sale brands - any addition to its pub estate will be complicated by competition rules. Whitbread is adding to its network of budget hotels. It may move more into leisure. Happily it need not hurry to decide.

Nafta

Relief over Nafta's passage through Congress is not confined to the Clinton Administration. Financial markets, too, have been spared a nasty shock, but that does not give them much of an excuse to forge ahead as yesterday's Wall Street reaction showed. Nafta will not change the perception that US equity ratings are stretched or that bond prices are vulnerable to signs of inflationary pressure. Indeed, given the existing trade agreement between the US and Canada and the low average Mexican tariffs on US imports, Nafta will do little

to alter short run US growth expectations. Its main impact is psychological. Inevitably, expectations for a successful Gatt deal will grow. Ironically, though, Nafta - and regional trade policies generally - were always seen in the US as an alternative to the Gatt. With such a fall-back in place, the US Congress may have less incentive to accept a Gatt agreement, which in any case depends heavily on an end to French intransigence.

The big winner ought to be Mexico. The relative impact of Nafta on its economy, which is only 5 per cent that of the US and Canada combined, will be considerable. But Mexican equities had already risen sharply in the run-up to the vote and the overvalued peso is a cloud on the horizon. As the excitement wears off, there may be a temptation to sell on the good news south of the Rio Grande too.

Storehouse

A crisis of confidence has shaken the Storehouse recovery story as the market has fretted about September's warning of a slowdown in BHS's sales growth and the latest disappointments at rival Burton. But Storehouse helped soothe the doubters with its strong profits progress at the half-way stage. Unlike Sears and Burton, shackled with tired old chains, Storehouse yesterday showed there is life left in its BHS and Mothercare chains after all. Ironically, its failure to exploit these businesses in the past has left scope to expand them in future.

BHS plans to open 40 more sites and now has the financial muscle to fund its ambitions. Mothercare is also growing better at peddling pushchairs to the cooing classes. Yet its operating margins languish below 1.5 per cent and can only head one way. That latest promise, though, will take longer to fulfil than previously assumed. Pricing and margin pressures are unrelenting, with the resurgent Marks and Spencer being beastly to others on the high street. Moreover, it will prove far trickier for BHS to raise profits by growing sales than by hacking at its distended cost base. The remote threat that the chancellor may extend VAT to children's clothing could further unsettle Storehouse in the short run.

Yet the management appears to have the measure of the challenge with stability becoming its watchword. It would certainly help if the new finance director, once found, did not disappear out the revolving door as fast as the previous four have done.

## Hurd says UK is committed to Europe

By Roland Rudd in London

MR DOUGLAS HURD, the British foreign secretary, will today outline the government's "wholehearted" commitment to the European Union in a move designed to outline the majority Conservative party's pro-European credentials.

Mr Hurd will attempt to set a new pro-European agenda and implicitly urge anti-Europe rebels to accept that the damaging party battle over Maastricht is over.

He is expected to say: "We have no doubts about our place at the heart of Europe. The UK decided on its European destiny almost a generation ago. There is no need to fight that battle over

again. Nor do we need to re-enact the battle of Maastricht."

Mr Hurd's speech follows remarks by three key economic ministers at this week's Confederation of British Industry's conference, which attempted to regain ground lost to the right at the party conference.

The left of the party were dismayed by speeches by ministers such as Mr Peter Lilley, social security secretary, which had drawn applause for attacks on the European Commission.

Mr Hurd is determined that the party should unite round a policy that is "wholeheartedly committed to the European Union" but which is not afraid to argue Britain's interests.

He will tell his audience that

the battle to convince Britain's European partners that economic problems will not be solved by increasing regulatory burdens on businesses will continue.

But he is expected to add: "The fact that we argue with our partners in Europe, that we disagree with them on many things, most obviously about the prospects for early movement towards monetary union, does not mean that Europe is irretrievably divided. The days of a divided Europe are over."

The foreign secretary will also argue for an enlarged Europe expanding to the north and east which is in tune with business and with public opinion. And he will claim that the government "is second to none" in its ideal-

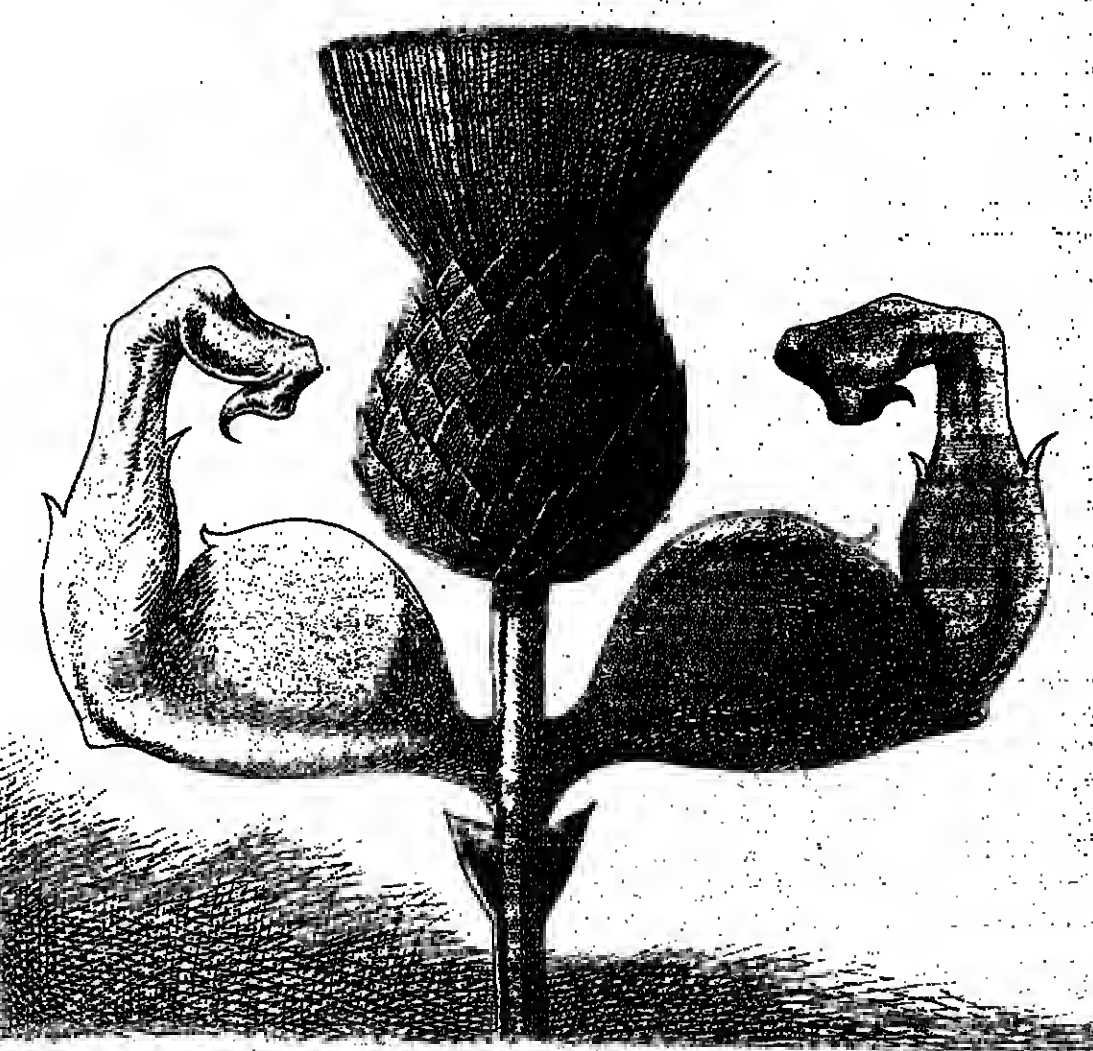
ism to Europe.

While the speech is aimed at uniting the Conservative party with a pro-European policy which is in Britain's interests, many members are likely to continue their opposition to closer European integration.

The continuing debate over Britain's place in Europe has led to a warning from Mr Geoffrey Martin, head of the European Commission's UK offices, of "democratic deficit" in Westminster about the UK's future in Europe.

In a speech to Hull University, he said: "Parliamentarians - both in Strasbourg as well as in Westminster - have chosen to allow Euro-mythology a free reign."

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**FWORLD WEATHER**

### Europe today

A vast high pressure area over north-eastern Europe will dominate the continent during the next few days. Cold air will continue to spread west and south with daytime freezing reaching the Low Countries, north-eastern France, and northern Greece. No significant snow is forecast, although some snow will fall in northern Poland and northern Germany. Some light snow is also possible in Bosnia-Herzegovina later today and tonight. It will be mainly sunny in extreme western Europe with temperatures remaining above freezing. However, a low pressure system over the Atlantic may cause some rain to linger over western Ireland.

### Five-day forecast

Cold air will continue to move west during the weekend and early next week. In most of the west, temperatures will continue to drop. From Sunday, the English and Scottish coasts will have some heavy snow or rain showers. In the south, a series of low pressure systems will cause rain and thunder showers from time to time, especially over Italy and most of the former Yugoslavia.

Worm front Cold front Wind speed in KPH

### TODAY'S TEMPERATURES

Location	Maximum	Minimum	Weather
Abu Dhabi	31	21	cloudy
Accra	31	21	cloudy
Algiers	17	7	thund
Amsterdam	12	4	sun
Athens	22	12	show
B. Aires	22	12	show
B. ham	13	4	sun
Bangkok	33	23	sun
Buenos Aires	13	3	sun
Calcutta	33	23	sun
Cardiff	12	2	sun
Chengdu	12	2	sun
Colombo	31	21	sun
Dakar	28	18	sun
Dallas	32	22	sun
Delft	12	2	sun
Dubai	33	23	sun
Dublin	12	2	sun
Dubrovnik	22	12	sun
Edinburgh	12	2	sun
Faro	12	2	sun
Frankfurt	12	2	sun
Geneva	12	2	sun
Glasgow	12	2	sun
Hamburg	12	2	sun
Helsinki	12	2	sun
Hong Kong	27	17	sun
Honolulu	27	17	sun
Istanbul	12	2	sun
Jersey	12	2	sun
Karachi	31	21	sun
Kuala Lumpur	31	21	sun
Las Vegas	31	21	sun
London	12	2	sun
Luxembourg	12	2	sun
Lyons	12	2	sun
Madrid	12	2	sun
Manila	31	21	sun
Maracaibo	31	21	sun
Melbourne	12	2	sun
Mexico City	12	2	sun
Miami	12	2	sun
Montreal	12	2	sun
Moscow	12	2	sun
Munich	12	2	sun
Nairobi	31	21	sun
Nagasaki	12	2	sun
Nassau	12	2	sun
New York	12	2	sun
Nice	12	2	sun
Norwich	12	2	sun
Oso	12	2	sun
Paris	12	2	sun
Perth	12	2	sun
Prague	12	2	sun
Rangoon	12	2	sun
Reykjavik	12	2	sun
Rio	12	2	sun
Riyadh	12	2	sun
Rome	12	2	sun
S. Francisco	12	2	sun
Sao Paulo	12	2	sun
Singapore	12	2	sun
Stockholm	12	2	sun
Strasbourg	12	2	sun
Sydney	12	2	sun
Taipei	12	2	sun
Tel Aviv	12	2	sun
Tokyo	12	2	sun
Toronto	12	2	sun
Tunis	12	2	sun
Vancouver	12	2	sun
Venice	12	2	sun
Vienna	12	2	sun
Warsaw	12	2	sun
Washington	12	2	sun
Wellington	12	2	sun
Winnipeg	12	2	sun
Zurich	12	2	sun

Situation at 12 GMT. Temperatures maximum for day. Forecast by Meteo Consult of the Netherlands

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## INTERNATIONAL COMPANIES AND FINANCE

## Renault earnings down by 86% at nine months

By John Riddling in Paris

THE DEPRESSED European car market led to an 86 per cent fall in pre-tax profits at Renault for the first nine months of the year, despite reduced interest payments and a strong contribution from financial subsidiaries.

Pre-tax profits amounted to FF1.03bn (\$174m), compared with FF7.51bn a year earlier. The decline in the first six months continued through the third quarter. Sales for the nine months were FF124.19bn, down 8.3 per cent.

Renault warned of continued gloomy prospects for the car market. "The European car

and truck markets do not at present show any indication that a recovery might materialise between now and the end of the year," the company said.

However, motor industry analysts said Renault was coping better with the fall in demand than most of its rivals. "Renault is still in profit," said one industry analyst, adding that "the sharp decline is partly a reflection of the record profits achieved in 1992". He said the results were largely in line with expectations.

Renault made no comment yesterday about its merger plans with Volvo. But it said that existing shareholdings in the Swedish group's car and

truck operations made a loss of FF944m in the nine months compared with a deficit of FF478m last year.

Renault said that despite the 15.4 per cent contraction in the European car market in the nine months it had maintained its total market share at 10.5 per cent. In European trucks, it increased its share from 9.1 per cent to 9.4 per cent.

The nine-month results included exceptional charges of FF728m, largely comprising restructuring costs but not including charges relating to plans to cut 1,423 jobs at RV, the truck and bus operation. Financial charges fell from FF808m to FF260m.

## Breakdown in talks on Merrett syndicates

By Richard Lapper in London

CONCERN is growing in the Lloyd's of London insurance market about the future of syndicates managed by Merrett Group, one of the largest agencies, following news yesterday of a breakdown in talks between Merrett and the larger Archer Holdings.

Merrett Group has been hit by a collapse in its support from traditional Names - individuals whose assets have traditionally supported Lloyd's - and the failure of a US plan to provide corporate backing.

It emerged earlier this week that Travelers, the US insurance company, had withdrawn a plan to underwrite business alongside the Merrett syndicates on a so-called "consortium" basis. Travelers also intended to take a stake in the underwriting agency.

It is now feared that one of the largest syndicates, number 418, may have insufficient capacity to continue underwriting next year and other syndicates could be forced to close, putting the the underwriting agency itself at risk.

"It will leave a big hole in the market," said a spokesman for Lloyd's.

Agents have channelled only about £60m of capacity (capital supporting insurance underwriting) to 418, an amount equal to about a third of this year's level and well short of the minimum needed to continue. Other Merrett syndicates have also suffered a sharp fall in capacity.

Merrett had sought a deal with Archer in order to persuade members' agents to offer more backing.

Archer, one of two agencies with a full stock exchange listing, yesterday said "senior executives of the Merrett Group approached the Archer Group with a proposal that the management of the Merrett on-going syndicates should be assumed by Archer group companies". But after "brief discussions, Merrett Group's chief executive was informed on Tuesday this week that the Archer Group was not interested in taking the discussion further".

## Ericsson posts nine-fold advance

By Christopher Brown-Humes in Stockholm

ERICSSON, the Swedish telecommunications group, yesterday unveiled pre-tax profits of SKr569m (\$89m) for the third quarter of 1993, a nine-fold increase from SKr63m in the same 1992 period.

Surging sales and intensive cost cutting lie behind the upturn, which drove up profits for the first nine months to SKr1.86bn from SKr122m.

A strong improvement in the company's performance is

expected in the final three months, when the impact of the 25 per cent drop in the value of the krona will be felt more strongly as hedging programmes expire.

The company expects its 1993 result will be "somewhat more than double" last year's SKr1.3bn level.

However, many analysts had been more bullish, looking for profits of around SKr3.5bn, and they were disappointed by the company's cautious tone. The group's B shares dipped SKr1 to SKr412.

Nine-month sales jumped 41 per cent to SKr42.4bn from SKr30.2bn, while orders climbed 30 per cent to SKr48.2bn.

The weaker krona accounted for 10 per cent of the orders increase, and 20 per cent of the sales rise.

The group now has an order backlog of SKr45.6bn, after increasing its order intake for the last eight quarters.

The biggest sales growth came in Ericsson's radio communications division, where

lifted sales to SKr15.9bn from SKr9.3bn in the third quarter. The unit's sales doubled to SKr24bn.

Overall sales in the third quarter were SKr15.9bn, compared with SKr9.3bn. There has been a particularly strong development in China. Ericsson's fifth most important market after the US, Italy, Sweden and the UK.

The Chinese market continues to grow, although the group anticipates increasing problems with the financing of some orders.

## Accounting move lifts Volvo

By Hugh Carnegie in Stockholm

VOLVO, the Swedish manufacturing group planning to merge its core car and truck operations with France's Renault, yesterday reported a pre-tax profit of SKr1.06bn (\$128.8m) for the first nine months of 1993, surging back to surplus from losses totalling SKr707m in the same period last year.

Virtually all of the profit was attributable to a SKr1.06bn bonus from a change in accounting of tool costs made to bring Volvo into line with international automotive industry practice.

But a halt to the trend of sliding car and truck sales, a boost from the devaluation of the krona and efficiency gains helped produce a result ahead of most analysts' forecasts.

Mr Sören Gyll, chief executive, said the full-year currency effect would be about SKr1bn. He said the positive earnings trend was expected to continue for the rest of 1993.

Group sales rose to SKr73.5bn from SKr58.8bn, while operating income swung to a profit of SKr445m from a loss of SKr1.5bn.

This profit was inflated by SKr570m from the accounting change, but still reflected an improvement in operat-

ing income of SKr1.4bn.

Volvo said all divisions showed an operating profit. Car sales increased in value by 26 per cent to SKr39.8bn, with unit sales increasing. The truck division posted an operating profit of SKr183m, compared with a loss of SKr586m last time, and increased unit sales by 2 per cent.

Volvo's share of Renault's income stemming from its cross-holdings in the French group fell sharply to SKr321m from SKr1.02bn but its share of income from Procordia, the pharmaceuticals and food group it jointly controls with the Swedish government, grew to SKr1.52bn from SKr837m.

## Christiania plans share issues

By Karen Foselli in Oslo

CHRISTIANIA BANK, the state controlled Norwegian bank, is to be pushed more fully into the private sector with share issues which will raise between NKr1.8bn and NKr2.2bn (\$297m).

The bank was taken over by the state two years ago following massive losses. It plans a private placement of 118m ordinary shares with institutional investors abroad and in Norway and a domestic public issue of 27m shares. The issues

will go ahead in December. CBK is the second biggest bank in Norway. Private shareholders, which currently hold about 9 per cent of CBK's capital, will be entitled to an allocation of new shares sufficient to maintain their respective stakes, but will be given no pre-emptive rights.

An NKr850m subordinated state loan is to be converted into 121m shares at NKr7 each, conditional on the success of the issues, thus reducing the state's CBK stake to 69 per cent.

The state has agreed that it will not dispose of any of its CBK shares until six months after the conversion.

The issues will boost CBK's capital adequacy to 11.7 per cent from 8.6 per cent of risk-weighted assets. Core capital will be lifted to 5 per cent of total capital from 3 per cent.

"The share issues signal the start of a new phase for the bank," said Mr Borger Lenth, managing director. Credit Suisse First Boston has been appointed global co-ordinator of the offering.

## Nutricia seeks recall damages

By Ronald van de Krol in Amsterdam

NUTRICIA, the Dutch food group, will go to court to seek damages from a supplier of meat that allegedly contained traces of disinfectant, prompting the recall of more than 1m jars of baby food this week.

The Dutch company also said it will be looking for a new meat supplier.

The meat company, Hillegersberg Vee-en-Vleeschdel of the Netherlands, declined to comment on the pending law suit.

On Tuesday night, Nutricia announced the recall of some lines of its Olvarit brand of baby food because Dutch inspectors had found traces of a disinfectant widely used in cleaning slaughterhouses and meat processing plants.

The recall sent Nutricia's shares tumbling by F13.50 (\$7.25) on Wednesday, but yesterday they recovered some of these losses to close up F13.30 at F1139.50.

The rebound was helped partly by news of a proposed two-for-one stock split. This move is part of wider measures

to simplify Nutricia's ownership structure and to limit its defences against potential hostile takeover attempts, in line with new rules on the Amsterdam Stock Exchange.

Nutricia will, for example, drop its priority shares and liquidate a house-hold vehicle which owns 15.5 per cent of the company.

At the same time, a separate class of shares will be created for Nutricia's main shareholder, the UK food group Unigate, in order to preserve Unigate's existing rights and privileges as a major investor.

## Storehouse recovery continues

By Neil Buckley in London

STOREHOUSE, the UK retail group comprising BHS, Mothercare and Blazer, shrugged off City fears that its recovery might be faltering as it unveiled interim pre-tax profits of £11.6m (\$17.28m) compared with a £27.3m loss in the same period last year.

Both figures were distorted by exceptional items, with last year's hit by a £30.4m charge to cover losses on the sale of the Habitat and Richards chains. This year's figure was depressed by a £6.4m provision relating to the sale of the US Mothercare business.

Stripping out exceptional profits rose almost six-fold from £3.1m to £18m.

The shares, which had fallen after rival group Burton announced disappointing results last week, recovered 17p to 200p.

Sales in continuing businesses were up 5 per cent in the 28 weeks to October 3, with operating profits up 45 per cent.

Storehouse said there had been a steady start to the second half and it expected a significant increase in year-end profits but it warned that consumer confidence remained "delicate and easily disturbed".

"We are not happy about a Budget in November," said Mr Keith Edelman, chief executive. "We are very concerned about the possibility of VAT on children's clothing, which accounts for a quarter of turnover."

Gross margins have also fallen slightly, with the margin at BHS down just under one percentage point as a result of a price promotion, and Mothercare's margin down about one point after a repositioning on pricing.

Total group turnover fell from £617.4m to £484.9m, as last year's figures included Habitat and Richards.

Sales at BHS increased from £232.4m to £237.2m, and operating profits from £10.5m to £15.4m. Mr Edelman said BHS was under-represented in parts of the country and would step up its opening programmes.

Mothercare sales increased 6 per cent to £140.9m, with profits up to £2.1m from £1.8m. Sales improved 6 per cent at Blazer, with losses down slightly, and Mr Edelman said One-Up, the discount format, had traded satisfactorily in its first three months.

The interim dividend was unchanged at 2.5p, with earnings up to 1.4p (from a 6.9p loss) after exceptional items. Mr Edelman hinted at a possible dividend rise next year.

See Page 18.

## Warning by Amstrad on spending

By Paul Taylor in London

MR ALAN Sugar, chairman of Amstrad, the consumer electronics group, warned yesterday that there was no evidence of any pre-Christmas spending boom in Britain's High Street.

Amstrad's often outspoken chairman told shareholders at the group's annual general meeting in London yesterday that, "contrary to what you may hear from the government, trading conditions are not very good, people just aren't spending money."

Barter Amstrad had issued a statement to the Stock Exchange warning that "trading conditions in October have been poorer than anticipated, particularly in the UK where volumes and margins have been under pressure".

The statement, which led to Amstrad's share price plunging by 10p or 20 per cent to 45p, added that the company also expects November and December to reflect "relatively weak demand".

While Amstrad acknowledged that the outlook for the Christmas season "still remains unclear", the board warned that sales and margins are likely to be below last year's levels and current market expectations for the group's sales and operating profit for the year to June 1994 are therefore likely to be optimistic.

Later at the meeting Mr Sugar said consumers were still holding on to their savings.

NEW ISSUE This announcement appears as a matter of record only. November, 1993

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Notice is hereby given that the notes will bear interest at 3.4375% per annum from 19 November 1993 to 22 February 1994. Interest payable on 22 February 1994 will amount to US\$3.07 per US\$1,000 note, US\$90.71 per US\$10,000 note and US\$907.12 per US\$100,000 note.

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For the three month period 18th November, 1993 to 18th February, 1994 the Notes will carry an interest rate of 3.6875% per annum with a coupon amount of U.S. \$94.24 per U.S. \$10,000 Note and U.S. \$2,355.90 per U.S. \$250,000 Note, payable on 18th February, 1994.

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**Floating Rate Subordinated Notes due 2000**

For the three months 18th November, 1993 to 18th February, 1994 the Notes will carry an interest rate of 5% per annum with a coupon amount of U.S. \$127.78 per U.S. \$10,000 principal amount, payable on 18th February, 1994.

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**Floating Rate Notes Due February 1997**

For the period from November 19, 1993 to February 22, 1994 the Notes will carry an interest rate of 3.6125% per annum with an interest amount of US \$503.44 per US \$50,000 principal amount of Notes payable on February 22, 1994.

Bank of America, N.A., London - Agent Bank

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**Subordinated Floating Rate Notes 2001**

For the three months from November 18, 1993 to February 18, 1994 the Notes will carry an interest rate of 5.5625% p.a. On February 18, 1994 interest of £71.36 will be due per £5,000 Note and £713.63 in respect of £50,000 Note for Coupon No. 31.

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NOTICE IS HEREBY GIVEN that pursuant to paragraph 7 of the Terms and Conditions of the above mentioned Notes the "Holder" Whitman Finance Corp. N.V. ("Company") has elected to extend the maturity date of the Notes for the three month period ending on 18th December 1993. The interest rate on the Notes will be 5.5625% per annum, as selected by the Company, for US Treasury Notes due 18th December 1993. The interest rate on the Notes will be 5.5625% per annum, as selected by the Company, for US Treasury Notes due 18th December 1993. The interest rate on the Notes will be 5.5625% per annum, as selected by the Company, for US Treasury Notes due 18th December 1993.

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In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 18th February, 1994 has been fixed at 3.5625% per annum. The interest accruing for such three month period will be U.S. \$91.04 per U.S. \$10,000 Note and U.S. \$910.42 per U.S. \$100,000 Note against presentation of Coupon Number 9.

Union Bank of Switzerland  
London Branch Agent Bank  
16th November, 1993

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**Floating Rate Notes Due May 1994**

Notice is hereby given that the Rate of Interest has been fixed at 4.1675% and that the interest payable on the Notes will be U.S. \$83.33 per U.S. \$10,000 Note and U.S. \$833.33 in respect of U.S. \$83,333.33 of the Notes will be U.S. \$833.33.

November 19, 1993, London  
By: Citicorp, N.A. (Issuer Services), Agent Bank

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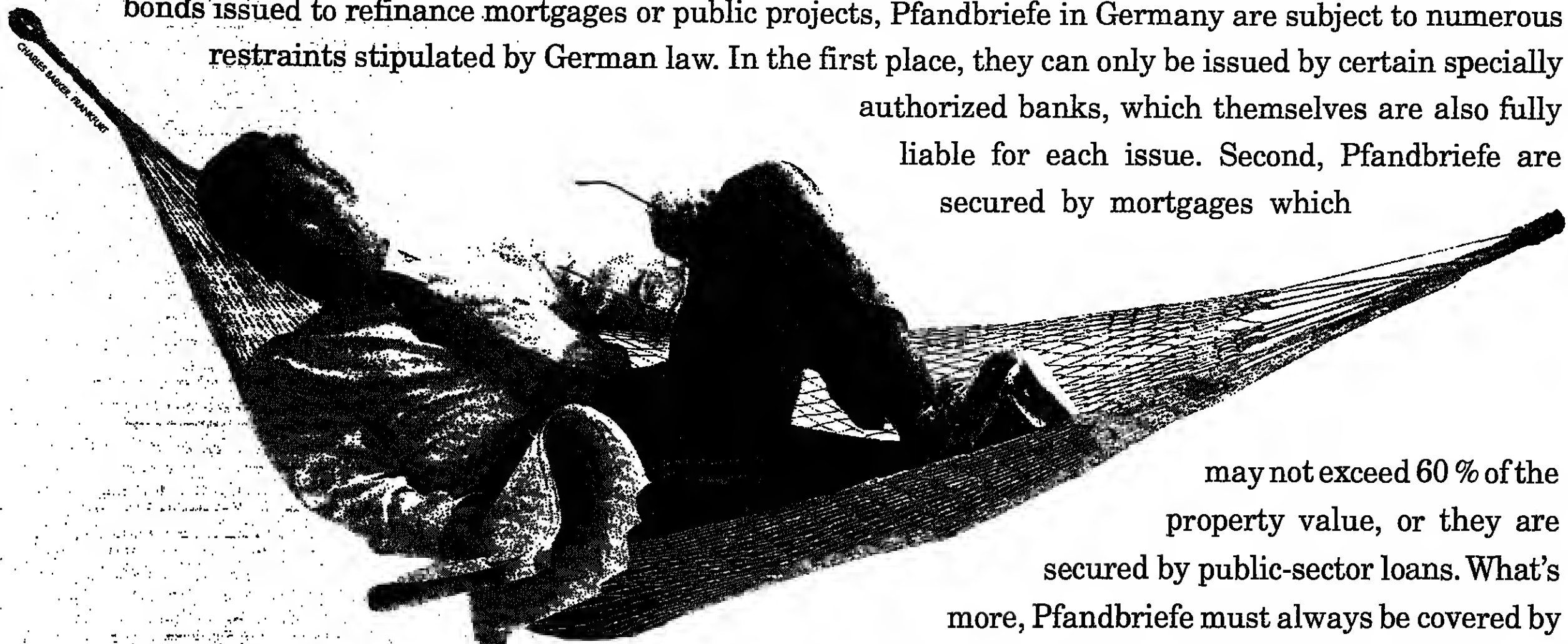
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## INTERNATIONAL COMPANIES AND FINANCE

## State forces GM to call off sale of Allison division

By Richard Waters  
in New York

GENERAL Motors yesterday called off the sale of its Allison Transmission division in the wake of a legal challenge from the US Justice Department. It also issued an angry rebuke to the Clinton administration's approach to competition policy.

GM and ZF Friedrichshafen, the German company which had been in talks to buy Allison, said the administration's move to block the deal had come after 18 months of talks between the two parties, and marked "an excessively long period of arduous government deliberation".

Mr William Hoglund, executive vice-president of GM, and Mr Klaus Bleyer, chief execu-

tive of the German company, said in joint statement: "In our opinion, the government took a very narrow view of competition in the market and one that does not reflect commercial reality."

The decision by Mrs Anne Bingaman, head of the anti-trust division, to file a civil suit to block the deal marked one of the earliest signals of the Clinton administration's intention of taking a tougher line than its predecessor on competition policy.

Other recent Justice Department actions have also indicated a more stringent approach to enforcement of anti-trust laws, though not a change in policy.

Mr Bingaman had said the Allison sale would have seriously reduced competition for

automatic transmissions for buses and trucks.

The new entity would have had 78 per cent of the \$50m market for transit bus transmissions in the US, the department said.

Mrs Bingaman added that the department would focus increasingly on protecting competition in technology.

Mr Hoglund of GM said the decision to take Allison off the market would enable the division "to develop a plan which will make it a successful entity in the marketplace".

The planned disposal had been part of GM's strategy of selling off operations where it did not believe it could compete effectively. It was part of the move to return its North American automotive operations to profit.

## Chrysler sells Italian sports car marque

By Haig Simonian in Milan

THE LAMBORGHINI sports car group, an icon of Italy's business heritage, has been sold for an undisclosed price to Indonesian buyers.

The deal is the latest in a series of transactions this year to provoke an outcry in Italy. Gucci was one of the better-known names to have passed to new owners abroad.

The Lamborghini deal, greeted cautiously by union leaders yesterday, is slightly different. The sports car group, founded in the 1960s by Mr Ferruccio Lamborghini, was already in foreign hands, after having been sold in 1987 to Chrysler of the US for \$25m.

The new buyer is Megatech, a Bermuda-based holding company believed to be owned by Mr Ruyton Mandala Putra, a son of Indonesia's President Suharto, and Mr Setiawan Djody. Mr Djody already owns 35 per cent of Vector Aeromotive, a Californian sports car maker, with which Lamborghini may co-operate.

Based, like its arch-rival Ferrari, in the northern Italian engineering region of Emilia Romagna, Lamborghini is best-known for sleek, exotically-named sports cars such as the Miura and the Diablo.

The latest deal marks the second disposal of a specialised sports-maker by a mass-market manufacturer in a matter of months.

Earlier this year, General Motors sold Lotus, the UK-based car-maker, to Italy's revived Bagnoli company.

Mr Robert Eaton, Chrysler chairman, said he hoped the sale would "give the best opportunity for the future to the company and its workers". Chrysler is expected to continue to collaborate with Lamborghini on various projects.

Mr Djody, who controls Indonesia's Setdco group, said the deal would enable "Lamborghini [to] build prestigious cars which will excite the world".

The resolution of a legal dispute between Chrysler and Mr Lamborghini's son is thought to have opened the way for the deal.

## LVMH in health care disposal

By John Ridding in Paris

LVMH, the French luxury goods group, has agreed to sell its Roc beauty products subsidiary to Johnson & Johnson, the US health care products group.

The French company yesterday refused to disclose the value of the sale, but industry analysts said it was likely to be at least \$150m. Last year, Roc reported sales of about FF877m (\$114.5m) and net profits of about FF20m.

The sale of Roc, which makes products ranging from shampoo to skin cream and lipstick, is part of LVMH's strategy of focusing on core brands and businesses.

"We want to concentrate our efforts on perfume and beauty products, relying on our Christian Dior, Givenchy and Kenzo brands," the company said.

Roc's products are sold through pharmacies in more than 50 countries. LVMH said the distribution channels for Roc's products were different from those of other beauty goods, which was another reason for the sale.

The disposal of Roc comes as the group is working on plans to reorganise its champagne interests.

LVMH, which suffered a loss of FF100m from its champagne activities in the first half of the year, denied reports in the French press that it was considering the sale of its Pommery champagne house. However, it is expected to place its Moët et Chandon and Veuve Clicquot houses under a single management structure.

The reorganised champagne business is expected to be headed by Mr Yves Benard, chairman of Moët et Chandon.

The stock market welcomed the sale of Roc to Johnson & Johnson. Shares in LVMH rose about 3 per cent, to FF73.761.

as investors forecast that proceeds from the sale would help reduce borrowings, which resulted in financial charges of about FF1.55bn last year.

Mr Christian Blanc, chairman of Air France, expects the state-owned flag-carrier to report a loss of around FF77m for 1993. Reuter reports from Paris.

Previous estimates from the airline pointed to a deficit of more than FF50m this year. The revised forecast was given at a board meeting this week which also approved the appointment of new managing director Mr Rodolphe Frantz.

Italy banks discuss takeover

By Haig Simonian

CREDITO Commerciale, a leading north Italian regional bank controlled by the Siena-based Monte dei Paschi group, may be taken over by a big northern savings bank.

Cassa di Risparmio di Parma e Piacenza, the public-sector savings bank covering the two cities, has offered L.440m a share for the 64 per cent stake in Credito Commerciale held by Monte dei Paschi.

After an obligatory tender offer for the minorities, the deal is set to cost the buyer about L.435m (\$260.6m). The offer is almost three times Credito Commerciale's suspension price of L.234m.

Credito Commerciale, which specialises in trade finance, had total deposits of L.494m at the end of last year. However, earnings have plunged because of heavy provisions. Net profits in 1992 were just L.2bn, while its first-half 1993 loss was about L.5bn.

If the deal goes through, it will mark the second attempted consolidation of Italy's patchwork of regional banks in a matter of weeks.

Earlier this month, Banca Popolare di Verona, a listed regional bank, launched a hostile bid for Modena's big Banco San Geminiano e San Prospero.

After being rejected by the Modena bank's board, the Verona bank this week increased its offer by L.20,000 to L.200,000 a share.

## Merck role for Medco chief

By Richard Waters

MR Roy Vagelos, chairman of Merck, the US's largest pharmaceutical group, said he planned to push through a rapid integration of Medco Containment Services, the drugs distribution company which Merck is buying for \$6m.

He also outlined a role at Merck for Mr Martin Wygod, the Medco chairman, which suggested that he will play a central position in the enlarged group.

Mr Vagelos' comments came as Medco shareholders voted in favour of the takeover by

benefits of drugs and help to shape Merck's drug development.

The Merck chairman added that he would work closely with Mr Wygod, who built Medco into the US's biggest drugs distributor, to build operations which bridge the gap between Merck's research and development laboratories and the patients who use its drugs.

He added that Mr Wygod will play a key role in the group, adding to speculation that the Medco chairman could be in the running to succeed Mr Vagelos when he retires next year.

Merck, completing the first large-scale combination of a drugs manufacturer and distributor which has rocked the rest of the US drugs industry.

At a Medco shareholders' meeting, Mr Vagelos refused to detail plans for integrating the two company's operations.

But he said: "I can assure you the two companies are linking their major elements very rapidly."

Mr Vagelos' comments indicated that, rather than operate as a separate distribution subsidiary of Merck, Medco will play a role in collecting information on the usage and

## Nissan Iberica's shares suspended

By Kevin Dore, Motor Industry Correspondent

SHARES in Nissan Motor Iberica, the majority-owned Spanish subsidiary of the Japanese carmaker, were suspended yesterday on the Madrid stock exchange.

The suspension was at the request of the company, and followed sharp fluctuations in the share price in recent days.

Shares in the company, which is 70.3 per cent-owned

by Nissan, Japan's second largest carmaker, closed on Wednesday at Pta147. The price has slipped from a high for the year of Pta334 as the company's financial crisis has deepened.

The company announced earlier this week it would be forced to undertake a drastic financial restructuring, including the write-off of around two-thirds of its share capital, which currently totals around Pta60bn (\$436m).

It is suffering heavy losses, forecast to total around Pta40bn for the full year.

In the first nine months of the year, it plunged to a pre-tax loss of Pta28.01bn, against a loss of Pta5.44bn in the same period a year ago.

Accumulated losses for 1992 and 1993 are expected to total around Pta15bn. These were to be funded by writing off existing reserves of around Pta13bn, and an equity write-off, it said earlier this week.

## Former Lehman boss recruited

By Patrick Harverson in New York

MR J. Tomlinson Hill, the former co-chairman of US securities house Lehman Brothers, has joined the Blackstone Group, the Wall Street mergers and acquisitions boutique.

Blackstone, founded in 1985 by two former Lehman executives, said Mr Hill would sit on the investment committee for the firm's merchant banking fund, and play a key role in the development of its financial services business.

Mr Hill's return to investment banking is timely, after years of inactivity, the M&A business in the US is enjoying an impressive revival. Companies in important industries, such as telecommunications, entertainment, health care and banking, have been engineering a host of lucrative mergers and takeovers.

Blackstone said it had been seeking to recruit a top Wall Street investment banker since one of its senior partners, Mr Roger Altman, left the firm last year to become deputy Treasury secretary in President Clinton's administration.

Mr Hill made his name at Shearson Lehman as an M&A specialist during the 1980s, advising a roster of blue-chip clients that included Pillsbury, Time Inc. and RJR Reynolds. His success as head of mergers took him to the top of the firm

in 1990, when he was made co-chief executive with Mr Richard Fuld.

After the Shearson broking and asset management business was sold to Prudential last year, however, Lehman was left with two leaders, which the firm's parent, American Express, felt was one too many.

The result was Mr Fuld's appointment as sole head of Lehman, and Mr Hill's abrupt departure from the firm he had joined in 1985.

Since leaving Lehman, Mr Hill has worked as fund-raiser and adviser to Mr Rudolph Giuliani, the Republican politician elected the new mayor of New York City this month.

Italy banks discuss takeover

By Haig Simonian

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After being rejected by the Modena bank's board, the Verona bank this week increased its offer by L.20,000 to L.200,000 a share.

## Campbell Soup shrugs off slow US food sales

CAMPBELL Soup, the US foods group, yesterday unveiled higher first-quarter earnings as sluggish US grocery sales were offset by gains in its bakery and international businesses, Reuters reports.

Net operating income rose to \$166m from \$152m. Last year, Campbell recorded a \$249m charge in the quarter from the cumulative effect of accounting changes, resulting in a net loss for the period.

Sales advanced to \$1.76bn in the recent quarter, against \$1.69bn last time.

US sales for Campbell Soup declined 3 per cent, to \$1.07bn from \$1.10bn a year earlier.

## Donna Karan suspends initial public offering

By Frank McGurty in New York

DONNA KARAN, the New York fashion house, has poured cold water on the over-heated market for initial public offerings (IPOs) by suspending its plans to go public.

The company, known for its upmarket collections of clothing and accessories, blamed the delay on disappointing sales and operating earnings in the third quarter, due to "a soft retail environment".

Ms Donna Karan, the designer who founded the company in 1985, said: "We don't feel that a public offering at this time would reflect the potential value of the company."

The decision to delay the offering comes as investors are especially keen to invest in IPOs by companies with high-profile businesses.

Last week, Boston Chicken soared 143 per cent higher than its offering price of \$20 a share on the issue's first day of trading on the Nasdaq over-the-counter market.

The Donna Karan issue of 11m shares, or 57 per cent of the company, had been expected on the market this month. However, in an amended registration statement filed in October with the US Securities and Exchange Commission, the company hinted that a snag might develop.

ABN AMRO Holding N.V.  
established in Amsterdam

Pursuant to Section 9 of the Netherlands Major Holdings in Listed Companies Disclosure Act, the undersigned hereby give notice that it has received the following notifications under the Act:

Name	Percentage capital interest	of which indirect	of which potential	Percentage voting rights	of which indirect	of which potential
N.V. AMEV Archimedeslaan 10 3584 BA Utrecht	0	0	0	0	0	0
AMEV/VSB 1990 N.V. Archimedeslaan 10 3584 BA Utrecht	5.7	5.7	0	0	0	0

The issued and outstanding share capital per November 1, 1993 amounts to NLG 3,376,476,310.- nominal value, consisting of 1 priority share with a nominal value of NLG 5.-, 382,503,010 preference shares, each with a nominal value of NLG 5.-, 19,500,000 preference shares convertible into ordinary shares, each with a nominal value of NLG 5.-, and 293,292,251 ordinary shares, each with a nominal value of NLG 5.-.

AMEV/VSB 1990 N.V. has announced that the reported capital interest consists of 0.3% ordinary shares and 5.4% depository receipts for registered preference shares of ABN AMRO Holding N.V.

Amsterdam, November 18, 1993

ABN AMRO Holding N.V.

## ANGLOVAAL GROUP

Declaration of Interim Dividend  
- Year ending 30 June 1994

Dividends have today been declared in the currency of the Republic of South Africa to holders of ordinary shares, listed below. Shareholders are requested to note the following details:

Last day to register for dividends and for change of address or dividend instructions: Friday, 10 December 1993

Period during which transfer books and registers of members will be closed (both days inclusive): Saturday/Friday, 11 to 17 December 1993

Currency conversion date for sterling payments to shareholders: paid from London: Monday, 20 December 1993

Dividend warrants posted (on or about): Friday, 14 January 1994

Name of Company	Interim dividend declared Cents per share	No.	1993	1992
Eastern Transvaal Consolidated Mines, Ltd. (Reg. No. 01/08472061)	87	9	5	
Harvesters' Union Gold Mining Company Ltd. (Reg. No. 05/33026091)	76	75	30	
Zandpan Gold Mining Company Ltd. (Reg. No. 55/02414461)	43	12	4.75	

The dividends are payable subject to conditions which can be inspected at the registered office or office of the London Secretaries of the companies. All companies are incorporated in the Republic of South Africa.

By order of the boards: London Secretaries Anglovaal Trustees Limited 33 Davies Street London W1Y 1FN

Registered Office: Anglovaal House 26 Main Street 2001 Johannesburg

per: K.G. Williams  
18 November 1993Raiffeisen Zentralbank Österreich  
Aktiengesellschaft

RZB - Austria

10001 October 1st, 1989: Genossenschaftliche Zentralbank Aktiengesellschaft

U.S. \$100,000,000

Perpetual Floating Rate Subordinated Notes

For the six months 18th November, 1993 to 18th May, 1994 the Notes will carry an interest rate of 3.5% per annum with a coupon amount of U.S. \$11.98 per U.S. \$5,000 Note, and U.S. \$1,319.74 per U.S. \$50,000 Note, payable on 18th May, 1994.

Bankers Trust Company, London Agent Bank

## St. George Bank Limited

A.C. N. 085 513 070

U.S. \$75,000,000

Floating Rate Notes due 2000

Notice is hereby given that for the Interest Period 18th November, 1993 to 18th February, 1994 the Notes will carry a Rate of Interest of 3.875% per annum. The Interest Amounts payable will be U.S. \$99.19 per U.S. \$10,000 Note and U.S. \$991.47 per U.S. \$100,000 Note. The Interest Payment Date will be 18th February, 1994.

Bankers Trust Company, London Agent Bank

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The Principal/Eppley, Guerin &amp; Turner, Inc.

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The Seidler Companies

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The Seidler Companies

Wedbush Morgan Securities

November 1993



## INTERNATIONAL COMPANIES AND FINANCE

## Tough new players in video games

Michio Nakamoto watches Matsushita and Sony enter the field

THE Christmas season has traditionally been a time of plenty for Japan's video games makers. But this year, the run up to the holiday is likely to bring the industry less cheer than usual.

When Nintendo, the most successful video games maker, announced its business results for the first half of the fiscal year yesterday, the figures showed the first signs of slow-down from a company which has seen sales rise almost continuously over 10 years. They confirmed a growing suspicion that Japan's video games makers face a turning point in their fortunes that is being brought about by a major change in the industry faces.

While the squeeze on profits the industry is beginning to experience stems directly from the economic downturn and the Japanese currency's strong appreciation this year, it is also a sign of the tougher times Nintendo and its chief competitor, Sega, are likely to encounter ahead.

In October, Matsushita, the consumer electronics group, made its debut in the video games market amid much fanfare with the launch of a multimedia video games machine developed by 3DO, the US start-up company in which Matsushita has invested.

A few weeks later, Sony too announced that it would be launching a home use video game system next year that would offer ultra high speed, three-dimensional graphics.

For Nintendo and Sega, the intrusion of the two large consumer electronics companies into the games market spells the end of a lucrative world where demand seemed to rise endlessly and which had been virtually closed

to outside competition. In the US, \$5.6bn worth of games software was sold in 1992, or more than the year's entire film box office revenues in the US, according to a report by Barings Securities.

Japanese trade ministry statistics show that the video games market last year grew 13 per cent in Japan to ¥41bn (US\$3.8bn), while the audio-vi-

brought about by technology advancements means that the timing is right for newcomers to try to stake a position in the market. With their strong brand names, Sony and Matsushita can be expected to find easy acceptance among consumers.

The advances in technology are also moving games programmes closer to Hollywood

Time Warner, the entertainment group, to provide video games on cable TV and with AT&T to provide video games down the telephone line.

Nintendo, however, being the most dominant player, not only has the most to lose, the company has appeared surprisingly unmoved by the impending threat to its dominance.

"We will go our own way," says a Nintendo official who defends the decision to stand behind its current generation machine for the time being by pointing out that "providing greater computing power does not necessarily lead to more entertaining games".

Nintendo is betting on a tie-up with Silicon Graphics, a leading US maker of visual computing systems, to develop a more advanced machine than either Sony's or Matsushita's for launch in 1995.

It also hopes its proven expertise in bringing hit programmes to the market will help it stave off the competition. However, it is precisely in the area of software that Nintendo faces the strongest competition from Matsushita and Sony, both of which own Hollywood film and music studios.

As software moves relentlessly in the direction of full motion video using footage from entertainment films, "Nintendo may find itself left out in the cold," Mr Dargan says. It will either have to pay huge royalty fees for entertainment software based on films or be relegated to the lower end of the market, he believes.

Whatever the eventual outcome, as a host of makers line the shop shelves with competing systems, the video games market next Christmas season will be ringing to a more discordant tune.

NINTENDO Interim results 1993-94			
	Ybn	Change %	1992-93
Sales	280.18	- 6.2	277.41
Operating profit	64.14	- 14.0	72.05
Pre-tax profit	61.07	- 24.0	80.25
Full-year forecasts:			
Sales	600.00	- 11.0	582.70
Pre-tax profit	121.00	- 25.0	163.80

Source: Company report

ual market shrank 12 per cent to ¥371bn.

With almost 90 per cent of the market, Nintendo has enjoyed monopoly profits, with operating margins ranging between 25 to 30 per cent, compared with average operating margins of 5 to 6 per cent in the consumer electronics industry, says Mr Barry Dargan at S.G. Warburg Securities.

Given the spectacular growth and profits available in the video games market, it was likely to be a matter of time before the consumer electronics giants made a serious bid to divert some of those gains their way.

It is still too early to tell how successful Matsushita and Sony might be in doing so.

However, the two electronics companies have a number of factors in their favour which could make them formidable competitors.

The shift to next-generation games systems, that is being

received, Australis also said a further significant equity issue was envisaged to fund the development of satellite television.

The Australian government's plans to auction off two pay-TV licences were thrown into disarray when little-known companies put in high - but subsequently failed to

The consensus is that the biggest loser from the entry of Matsushita and Sony into the video games market will be Nintendo.

Against the moves of the consumer electronics giants, Sega has formed a number of alliances to ensure that it is well prepared for the changes that the video games industry faces. It has joined hands with

TCL, the cable operator and

## Australis Media to acquire cable TV group

By Nikid Tait and agencies

THE long-running saga over the development of a pay-TV industry in Australia took a new twist when Australis Media, which was only floated on the Australian Stock Exchange in September, said that it had agreed to purchase Lenfest Group.

Lenfest, a US-based cable TV

company, recently acquired New World Telecommunications, provisional winner of the tender for Australia's B satellite pay television licence.

Yesterday, Australis said it would issue new shares to fund the deal. It added that it expected to complete the \$117m (US\$77m) payment for the B satellite TV licence as soon as regulatory approval was

received. Australis also said a further significant equity issue was envisaged to fund the development of satellite television.

The Australian government's plans to auction off two pay-TV licences were thrown into disarray when little-known companies put in high - but subsequently failed to

deliver the funds promised.

However, Australis, which already operates microwave technology pay-TV services, said it had held discussions with the Australian Broadcasting Authority, the Trade Practices Commission, and the Minister for Communications and that it expected the procedure for allocation of the B licence to be straightforward.

This notice is issued in compliance with the requirements of The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited (the "London Stock Exchange"). It does not constitute an invitation to any person to subscribe for or purchase any securities. Application has been made to the London Stock Exchange for all of the existing ordinary shares of 10p each in the capital of the Company and the new ordinary shares of 10p each in the capital of the Company to be issued pursuant to the Rights Issue to be admitted to the Official List. Dealings are expected to commence in the existing ordinary shares and in the new ordinary shares, nil paid, on 14th December, 1993.

## SERIF plc

(Incorporated in England, registered number 1664855)

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24,744,257 existing ordinary shares of 10p each

Rights Issue of 49,488,514 new ordinary shares of 10p each

Serif has two operating divisions engaged in the manufacture of printed security products, games and card sets and commercial printing.

Copies of the listing particulars may be obtained during normal business hours from the Company Announcements Office, the London Stock Exchange, London Stock Exchange Tower, Capel Court Entrance, off Bartholomew Lane, London EC2N 1HP up to and including 23rd November, 1993, Saturdays and Sundays excepted, for collection only, and until 3rd December, 1993 (Saturdays and public holidays excepted) from:

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Ipswich  
IP1 5LH

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19th November, 1993

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This announcement appears as a matter of record only.

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TELFORD  
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THE FINANCIAL TIMES PLANS TO PUBLISH THIS SURVEY ON

MONDAY 13TH DECEMBER

REVIEWING THE PROGRESS AND FUTURE OF  
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\* Data source: ENRC British Business Survey 1993

## FT SURVEYS

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## INTERNATIONAL COMPANIES AND FINANCE

## Strong yen blamed for 18.9% fall at Toray

By Emilio Terazono in Tokyo

TORAY Industries, Japan's leading synthetic fibre maker, saw a decline in profits for the first half due to the higher yen, low industrial demand, and the prolonged slump in consumer spending.

Non-consolidated pre-tax profits fell 18.9 per cent to ¥20.2bn (\$187.7m) while sales declined 7 per cent to ¥275.5bn. After-tax profits fell 13.9 per cent to ¥11bn.

Toray said it had cut ¥10.8bn in costs during the first half through curbing material costs. However, pre-tax profits were hurt by the yen's sharp rise against the dollar, which eroded its export value by ¥15.5bn.

Sales of fibres and textiles fell 13.9 per cent to ¥143.1bn due to declines in consumer spending and lower demand from the auto, construction and fishing industries. Plastics and chemical sales fell 6.2 per cent to ¥85.1bn.

However, new businesses, including pharmaceuticals, electronics information equipment and construction materials saw firm sales.

For the 12 months to March, Toray revised down its earlier projections, and now expects pre-tax profits to fall 17 per cent to ¥40bn on a 5.1 per cent drop in sales to ¥550bn.

## Bleak outlook for Japan's top five trading houses

By Michio Nakamoto in Tokyo

THE steep downturn in Japanese business activity and the surge of the yen's value against the world's leading currencies took their toll on the results of the country's five large trading houses in the first half of the year.

The trading houses, which depend on the flow of goods and services for a large proportion of their earnings, were directly impacted by the slowdown in activity among Japanese corporations as well as in third country trade.

At the same time, a favourable interest rate environment in which interest expenses came down faster than interest income, helped many houses to improve their financial balance.

Many trading houses have also liquidated unprofitable subsidiaries and cancelled *tokyū* or specified money trusts, and fund trusts in a bid to minimise their losses on these instruments.

While the losses were in many cases offset by selling equity holdings or real estate assets, the need to provide for falling asset prices and loan losses as well as some, such as Mitsubishi, to post extraordinary losses.

The business slump hurt revenues, in particular from trading activities in machinery, chemicals, energy and textiles. The strength of the yen also

had a substantial impact on the overseas earnings of the trading houses, which are active traders in commodities and other markets overseas. Mitsubishi said that the yen's rise had depressed trading transactions by about ¥800bn.

Uniquely, however, Mitsui was able to benefit from dealing in the domestic market in non-ferrous metals which increased its revenues from

range of financial investments but also bear a heavy burden on borrowings made to finance their investments.

Marubeni, for example, was able to increase pre-tax profits by 35 per cent even though operating profits more than halved, as a result of a significantly improved non-operating balance. While operating profits were a modest ¥6.6bn compared with ¥13.5bn last year,

INTERNATIONAL RESULTS 1993-94 (¥bn)			
	Sales	Operating profit	Pre-tax profit
<b>ITOCHU</b>			
Last year's interim	7,879.4	24.8	18.9
1993-94 year forecast	9,201.4	21.6	22.5
<b>MARUBENI</b>			
Last year's interim	6,749.5	6.8	30.8
1993-94 year forecast	14,500.0	13.5	16.4
<b>MITSUBISHI</b>			
Last year's interim	6,819.8	19.3	27.6
1993-94 year forecast	7,502.2	34.3	31.2
<b>DAIWA</b>			
Last year's interim	7,087.7	18.7	23.8
1993-94 year forecast	7,712.4	24.5	23.2
<b>DAIWA</b>			
Last year's interim	7,087.7	18.7	23.8
1993-94 year forecast	7,712.4	24.5	23.2

domestic activity by 14 per cent.

On the positive side, the falling interest rate environment worked in favour of the trading houses, which derive considerable income from interest on trade finance activities, loans made to companies and a

Marubeni's non-operating balance amounted to ¥14.1bn against ¥1.9bn previously, taking pre-tax profits to ¥20.6, against ¥15.5bn.

But the outlook for the houses remains bleak as recovery is not expected until the latter part of next year.

## ANI profits up 5.7% in first quarter

By Nikki Tait

AUSTRALIAN National Industries, the heavy engineering group which owns Britain's Amara group, yesterday announced that after-tax operating profits rose by 5.7 per cent to A\$14.8m (US\$9.4m) in the first quarter of 1993.

Revenues rose by 11.7 per cent to A\$245.3m.

But the company warned that, while the Australian operations showed an improved performance, activity in the UK remained flat.

"Aurora's activity remains depressed," it said, "with no sign of sustained recovery. Margins continue to be under pressure as the group moves away from defence and aerospace."

The upturn in profits, said the company, could be attributed to its distribution operations - Steelmark-Eagle and Globe - and the service businesses, which include Coates Hirs and Container Care International.

The environmental engineering operations also contributed profitably.

## Foster's sale of AMH stake may face delay

By Nikki Tait

THE PROPOSED A\$100m (US\$64.7m) sale by Foster's Brewing Group of a 45 per cent interest in Australia Meat Holdings, the nation's largest beef producer, to ConAgra, the US food group, may face delays in gaining government approvals.

In the federal parliament yesterday, Mr Ron Boswell, Queensland National Party senator, asked if a decision by the Foreign Investment Review Board could be delayed for up to a week to take into account a broader range of submissions.

Local cattlemen have urged a delay, amid talk that the new Farmers Investment Trust may bid for at least part of AMH. ConAgra stands to win 90 per cent of AMH.

## Sharp gains at Westpac and National Australia Bank

By Nikki Tait in Sydney

FURTHER signs of the recovering fortunes of the Australian banking sector were evident yesterday when Melbourne-based National Australia Bank, which also owns the Clydesdale, Northern, and Yorkshire banks in the UK and the National Irish Bank, and Sydney's Westpac, reported strong profit growth in the year to end-September.

NAB, viewed as one of the nation's strongest banks, said that profits after tax, abnormal items and outside equity interests, jumped to A\$1.13bn (US\$730m) from A\$675.1m (US\$420m) in the year to end-September.

Westpac, meanwhile, made a net profit of A\$69.2m, but this compared with A\$1.56bn loss in the previous year.

The sharply improved results follow news of a much better performance by Australia and New Zealand Bank (ANZ) earlier in the week, and bank shares - which had already risen over the past few days - generally strengthened again. NAB closed 2 cents higher at A\$12.80, and ANZ added 13 cents to A\$4.80.

NAB's domestically-based Australian bank business contributed A\$732.6m to group operating profit (before good-

will amortisation), a 15.2 per cent increase on the previous year. The specific charge for bad and doubtful debts here fell by 10.7 per cent to A\$335.3m, while non-accrual loans stood at A\$880.1m, down by 36.4 per cent on the previous year and representing 3.2 per cent of lending assets. NAB said that economic conditions had been "mixed" but that home loan activity and bill acceptances for business lending had grown strongly.

In the UK and Ireland, operating profits overall increased by 61.1 per cent to A\$392.8m - although Northern Bank saw a reduced contribution at A\$31.2m, down from A\$68.8m.

The improvement would have been more marked but for a \$88.2m charge for restructuring costs. Non-accrual loans fell by a fifth, to A\$699.1m or 2.9 per cent of lending assets.

The New Zealand bank's contribution to operating profits of A\$95.1m, against A\$9m, this largely reflected a A\$80.3m contribution from Bank of New Zealand, which was acquired last November.

Overall, the charge for bad and doubtful debts fell by 34 per cent, to A\$604.2m, while the group's tier one capital ratio stood at 7.7 per cent, at the end of the year.

Mr Don Angus, managing

director, cautioned that unless the world economy picks up, growth in NAB's major regions would be subdued and competition intense. However, analysts have operated recently that the bank will use its strong earnings performance to help fund acquisitions and diversify its operation in the UK, for example.

Unlike NAB, Westpac continued to face significant abnormal items - A\$325.9m, against A\$351.3m in the previous year, including A\$228m for restructuring expenses. Profit ahead of these items and tax stood at A\$548.1m.

Westpac also saw an improvement in the bad debt situation, although its lending book remains much more troubled. The provision for bad and doubtful debts was A\$1.28bn (A\$2.8bn) - of which A\$568m referred to non-property related loans.

Looking ahead, Mr Robert Jones, Westpac's new chief executive, warned that competition in the Australian market was likely to be intense and would put pressure on net interest margins. Conditions in the commercial property market would also be critical to the trend in bad and doubtful debt charges.

## Bank of New Zealand in the red

By Terry Hall in Wellington

THE FORMER state-owned Bank of New Zealand, led to a loss of NZ\$80.7m after abnormal and minority interests. Operating costs were unusually high in the past six months as the National Australia Bank's own branch network in New Zealand merged with the BNZ.

relating to adjusting the BNZ's accounting standards to match those of its new parent, led to a loss of NZ\$80.7m after abnormal and minority interests.

Operating costs were unusually high in the past six months as the National Australia Bank's own branch network in New Zealand merged with the BNZ.

Total balance sheet assets at September 30 were NZ\$18.9bn, a reduction from NZ\$20.7bn at March 31.

Before merging with the BNZ, the National Australia Bank NZ Ltd had recorded a 53 per cent lift in operating profit after tax and extraordinary items to NZ\$18.5m in the 12 months to September 30.

## NEWS DIGEST

## Yamaha Motor reverses 39% in first half

YAMAHA Motor, a leading Japanese motorcycle maker, posted a sharp downturn in interim earnings due to heavy foreign exchange losses following the appreciation of the yen against the dollar, writes Emilio Terazono.

The company said non-consolidated pre-tax profits for the first half to September fell 39.7 per cent to ¥15.5bn (\$13.9m) due to a ¥12bn currency loss. Half-year sales eased 0.5 per cent to ¥223.6bn, while after-tax profits plunged 37 per cent to ¥780m.

Domestic sales fell 6.2 per cent to ¥86.5bn while exports

gained 3.8 per cent to ¥137.1bn due to brisk demand from China.

Sales of mainline motorcycles fell 0.7 per cent to ¥107.8bn.

For the full year to March, Yamaha expects unconsolidated pre-tax profits to fall 29.6 per cent to ¥3.5bn on a 4.5 per cent decline in sales to ¥450bn.

## Orix plunges 53.3% halfway

ORIX, the leading Japanese leasing company, saw a sharp plunge in parent pre-tax profits due to the prolonged economic slump, but managed to prop up after-tax profits thanks to proceeds from stock sales, writes Emilio Terazono.

Pre-tax profits for the first six months to September fell 53.3 per cent to ¥3.2bn on a 4.9

per cent decline in revenue to ¥309.5bn. After-tax profits increased by 1.1 per cent to ¥2.5bn.

Operating profits fell 14.3 per cent to ¥8.1bn, and the company posted special profits of ¥1.5bn due to sales of its stock holdings.

For the full year to March, Orix expects a 5.3 per cent fall in revenue to ¥620bn, but foresees a decline in its interest burden and projects a 39 per cent jump in pre-tax profits to ¥9.8bn.

## Aegon 2% ahead in third quarter

AEGON, the Netherlands' second largest insurance company, said net profit in the third quarter of 1993 rose by slightly more than 2 per cent to Fl 240m (\$126m) from the

same period a year earlier, writes Ronald van de Krol in Amsterdam.

The figures took net profit for the first nine months of the year to Fl 737m, an improvement of 5.8 per cent.

The company remains optimistic for the rest of 1993, and has maintained its previous forecast that operating profit per share will show a modest rise for the full year.

For the first nine months, operating profit per share was up 6.6 per cent to Fl 6.15.

Overall, operating profit for the nine months rose by 9.3 per cent to Fl 624.4m, on turnover up 14.4 per cent at Fl 13.1bn.

Realised gains on investments in shares and property fell to Fl 112.4m for the nine months from Fl 127m a year earlier.

## Extraordinary General Meeting of AB Volvo

An Extraordinary General Meeting of the shareholders of AB Volvo will be held in Lisbergshallen, Örgrytevägen, Göteborg (Sweden) at 10.00 a.m. (Swedish local time), Tuesday, December 7, 1993.

The Meeting will consider the matter of authorizing the Board of Directors, within the framework of pending agreements with, inter alia, the French Government and Renault, to convey to Renault in exchange for new shares to be issued by Renault, AB Volvo's shareholdings in Volvo Car Corporation (75%), Volvo Truck Corporation (55%), Renault Vehicules Industriels SA (45%) and Volvo Group Finance Sweden AB (100%).

In addition, the Meeting will consider the Board of Directors' recommendation that the share capital of AB Volvo be increased in a maximum amount of SEK 284,305,625 through a new issue on the following terms of a maximum of 3,441,358 Series A shares and a maximum of 11,372,225 Series B shares, although not more than a combined maximum of 11,372,225 Series A and Series B shares, each with a par value of SEK 25, for which non-cash payment will be received in the form of BCP shares.

The new shares may be subscribed only by BCP shareholders, who have the right and obligation to pay for the new shares by tendering their BCP shares to Volvo. In this connection, each full multiple of six BCP shares shall entitle a shareholder to subscribe for one new share issued by AB Volvo. Accordingly, Series A BCP shares will carry entitlement - at the shareholder's discretion - to subscribe for Series A or Series B Volvo shares and Series B BCP shares will carry entitlement to subscribe for Series B Volvo shares. Payment for subscribed shares shall be made in the time of subscription by tendering the BCP shares utilized for the

subscription. The new shares will carry rights to dividends effective with dividend payments for the fiscal year 1993. The stamp tax for the new shares will be paid by Volvo.

This notice is not an offer to sell Volvo shares and is neither an offer to purchase nor a solicitation of an offer to sell BCP shares. Any offer to purchase BCP shares will be made solely by the Prospectus regarding the offer to the shareholders in BCP Branded Consumer Products AB. Such offer will not be made, directly or indirectly, in the United States or Canada or in certain other countries, or by use of the mails of, or by any means or instrumentality of interstate commerce of, the United States or Canada. The Prospectus regarding the offer to the shareholders in BCP Branded Consumer Products AB will not be released or distributed in the United States or Canada or through wire services in the United States or Canada.

The Meeting will also consider the Board of Directors' recommendation that the Board of Directors authorize the President to make such small changes in the new issue resolution described above as may prove to be required in connection with registration of the issue with the Swedish Patent and Registration Office.

Beginning November 30, 1993, the resolution of the Board of Directors proposing approval of the new issue, as well as documents specified in Chapter 4 § 4 and § 6 of the Swedish Companies Act (1975:1385), will be available in AB Volvo's head office in Göteborg to shareholders who wish to examine them.

In addition, the Meeting will consider the following matter submitted by an individual shareholder: "In the event that the Meeting votes to reject in its entirety the Board of Directors' proposal of a merger of Volvo's automotive operations with Renault, the Meeting should immediately consider a motion to remove Pehr G Gyllenhammar from the Board of Directors of AB Volvo, irrespective of the fact that this is not an Annual General Meeting."

**Right to participate in Meeting**  
Participation in Volvo's Extraordinary General Meeting is limited to shareholders who are recorded in the share register on November 25, 1993 and who advise Volvo, no later than 12:00 noon

(Swedish local time), Thursday, December 2, 1993, of their intention to participate.

## Share register

Volvo's computerized share register is maintained by Värdepapperscentralen VPC AB (Swedish Securities Register Centre).

Volvo shares are registered in the names of either their owners or trustees. Only owner-registered shareholdings are listed in the names of shareholders in the share register.

To be entitled to participate in the Extraordinary General Meeting, owners of shares registered in the name of a trustee must have their shares registered in their own names.

To assure that such shares are re-registered in due time, the holders of trustee-registered shares should request that the bank or broker acting as custodian of the shares register them temporarily in the name of the shareholder several banking days prior to November 25, 1993. Trustees normally charge a fee for this service.

## Notice of intention to participate

Shareholders who wish to participate in the Meeting must notify Volvo of their intention to do so, no later than 12:00 noon (Swedish local time), December 2, 1993, either by telephone:

+46 31 59 00 00

+46 31 59 21 50

or in writing, to:

AB Volvo

Legal Department

S-405 08 Göteborg, Sweden

In providing such notice, a shareholder should state his or her name, personal registration number (where applicable), address and telephone number.

Shareholders who wish to appoint a proxy to act on their behalf at the Meeting should notify AB Volvo well in advance of the Meeting, giving the name of the proxy. A proxy need not be a shareholder of AB Volvo.

By order of the Board of AB Volvo

Clara Boyer, Secretary to the Board

AB Volvo

S-405 08 Göteborg, Sweden

November 1993

VOLVO

Share to be delivered by the date of the Extraordinary General Meeting of AB Volvo			
Series	Number of shares	Par value (SEK)	Value (SEK)
A	3,441,358	25	86,033,950
B	11,372,225	25	284,305,625
Total	14,813,583	25	370,339,575

These shares are to be delivered by the date of the Extraordinary General Meeting of AB Volvo. The shares are to be delivered to the Legal Department of AB Volvo, S-405 08 Göteborg, Sweden. The shares are to be delivered in the name of the shareholder who is entitled to participate in the Meeting. The shares are to be delivered in the name of the shareholder who is entitled to participate in the Meeting. The shares are to be delivered in the name of the shareholder who is entitled to participate in the Meeting.

Notice to the holders of the PACIFIC DUNLOP LIMITED (the Company) 7 per cent Subordinated Convertible Bonds Due 1996 (the Bonds)

NOTICE IS HEREBY GIVEN that the conversion price of the Bonds has been further adjusted and changed, effective as of October 1st, 1993 to A\$1.64 by virtue of a one-for-one Bonus issue on all outstanding Ordinary Shares of the Company issued on October 15th, 1993 to shareholders of record October 1st, 1993.

Notice to the holders of the PACIFIC DUNLOP LIMITED (the Company) 6 1/2% Subordinated Convertible Bonds Due 1997 (the Bonds)

NOTICE IS HEREBY GIVEN that the conversion price of the Bonds has been further adjusted and changed, effective as of October 1st, 1993 to A\$1.64 by virtue of a one-for-one Bonus issue on all outstanding Ordinary Shares of the Company issued on October 15th, 1993 to shareholders of record October 1st, 1993.

**BANCA COMMERCIALE ITALIANA**

All Holders of Common Shares of Banca Commerciale Italiana (hereinafter, "the Bank") are invited to attend the Extraordinary General Meeting at 10 a.m. on November 30, 1993 in Milano, 1, Piazza Belgioioso and, if necessary, to a second Meeting on December 10, 1993, at the same time and place, to consider and act upon the following:

**Agenda**

- 1) To consider and adopt certain amendments to Articles 1, 4, 8, 12, 13, 17, 18, 20, 21, 22, 27, 28, 37 of the Bank's Articles of Association and a new Article 39 and new Meeting Procedures to be part of such Articles of Association;
- 2) To consider and offer an option to convert Saving Shares into Ordinary Shares, containing all relevant terms and conditions.

Holders of Common Shares may attend this General Meeting provided that they have deposited their shares at any Branch of the Bank or at Monte Titoli SpA at least five days before the date of the General Meeting, in accordance with the provision of Art. 4 of Law No. 1745 of December 29, 1962.

Shareholders may appoint only other Shareholders - who are entitled to vote as shareholders - as proxy, in observance of Civil Code, Art. 2372, the form of proxy must be vouched by a Member of the Board, an executive or an officer of the Bank.

**The Chairman of the Board of Directors**

**BANCA COMMERCIALE ITALIANA**

All Holders of Saving Shares of Banca Commerciale Italiana (hereinafter, "the Bank") are invited to attend the Special General Meeting at 4 p.m. on November 30, 1993 in Milano, 1, Piazza Belgioioso and, if necessary, to a second Meeting at 11 a.m. on December 13, 1993, at the same time and place, to consider and act upon the following:

**Agenda**

- 1) To approve the deliberations adopted in the Extraordinary General Meeting of November 30, 1993 relating to the conversion of Saving Shares into Ordinary Shares and the determination of relevant terms and conditions.

All Holders of Saving Shares may attend this General Meeting provided that they have deposited their shares at any Branch of the Bank or at Monte Titoli SpA at least five days before the date of the General Meeting, in accordance with the provision of Civil Code, Art. 2370 and - for securities issued in registered form - of Art. 4 of Law No. 1745 of December 29, 1962.

Appointment of proxies is regulated by Art. 12 of the Bank's Articles of Association and by Art. 2372 of the Civil Code.

**The Chairman of the Board of Directors**

All Holders of Saving Shares please note that it is not expected that the needed quorum of attendees to validly deliberate be reached on the date of the first Meeting.







## COMPANY NEWS: UK

# Whitbread tops City hopes with £136m

By Philip Rawstorne

WHITBREAD, the brewing, retailing and leisure group, surpassed City expectations with a 13.4 per cent increase in first half pre-tax profits from £119.7m to £136.7m.

Sir Michael Angus, chairman, said the results for the six months to August 28 were achieved with "very little assistance" from any economic upturn.

Profit growth at the trading level was also held back by an 8.8m contribution to the group's pension fund - the first for four years - and the disposal of 450 pubs.

Sir Michael added: "This gives us confidence that we are in a strong competitive position when growth returns to our markets." The shares gained 19p to 519p.

Interest charges fell from £22.1m to £13.8m. Basic earnings improved to 20.8p (17.47p) and the interim dividend is raised to 5p (4.75p).

Operating profits declined from £149.2m to £146.1m on turnover marginally ahead from £1.16bn to £1.19bn.

Whitbread Inns, the group's managed pubs, increased profits by 9 per cent to £51.2m, before a pension charge of £2.1m, on turnover 5 per cent higher at £275.2m.

The best results came from pubs focused on the sale of food, with the 200 Brewers Fayre outlets achieving an 18 per cent growth in turnover. Average sales per pub grew 14 per cent in food, 6 per cent in drinks and 7 per cent in amusement machine income.

Overall profits from Pub Partnerships, the leased estate, fell from £30.8m to £25.2m as the number of pubs was reduced by 450. The restaurants and leisure division raised profits by 22 per cent to £26.6m before a pension charge of £1.7m. Turnover was ahead 6 per cent at £536.5m.

Beefeater improved turnover by 7 per cent and profits by 10 per cent. Pizza Hut increased market share with a 10 per cent growth in turnover. Thresher's maintained trading profit on a 3 per cent increase in sales despite increasing personal imports of alcohol.

A stronger performance from the group's hotels was led by the budget Travel Inns with a 27 per cent increase in turnover. Profits from beer and other drinks fell from £43.8m to £41.9m after a pension charge of £3.2m and a £1.3m lower contribution from Britvic.

Overall beer volumes declined 5 per cent. Market share was reduced 0.5 per cent in the free pub trade where margins were maintained despite competitive discounting. However, strong volume gains, led by Stella Artois and Boddington's, gave the group market leadership in the take-home sector.

See Lex



Sir Michael Angus (centre left) and Peter Jarvis, chief executive: best results came from pubs focused on food sales

# Ferranti deficit surges to £19m

By Paul Taylor

MR EUGENE Anderson, Ferranti's chairman, warned shareholders yesterday that the defence electronics group was "trapped in a vicious downward spiral".

His warning came as Ferranti, the subject of a 1p share rescue offer by GEC, announced a sharp rise in interim pre-tax losses from £10.9m to £19.4m.

"Our ability to win new business and efficiently to deliver systems and products to our customers have been severely damaged by the company's extremely tight liquidity," Mr Anderson said.

"This has led to a progressive deterioration of the company's financial position, leaving the directors no choice but to recommend a rescue bid from GEC. The only alternative would be to ask the banks to appoint a receiver."

The deficit for the six months to September 30 was struck from turnover which shrank 17 per cent to £91m (£109.4m), including £1.3m (£8.3m) from discontinued operations.

During the period Ferranti won £86.2m of new business compared to £90.7m a year earlier. Accordingly, the order book fell from £249.1m to £164.9m.

At the operating level costs fell to £96.3m (£112.3m) as the group shed another 1,000 jobs. However, the operating loss grew to £5.5m (£2.5m).

Non-operating costs jumped to £10.1m (£2.7m) including £2.4m to cover surplus property costs in the UK and US, £1m in reorganisation and rationalisation costs and a £6.7m provision to cover two legal disputes.

The group's share of profits from the Ferranti-Thomson Sonar Systems joint venture declined to £800,000 (£300,000), and interest costs fell to £4.6m (£5.6m).

The after-tax loss continued to widen and losses per share increased to 2.1p (0.96p).

At the end of September Ferranti's net debt stood at £98.6m, up from £74.1m a year earlier.

In addition Ferranti has contingent liabilities of £38.1m and owes creditors £18.2m in overdue payments pushing its total exposure to £154.9m.

Meanwhile, its balance sheet has continued to weaken with shareholders' funds shrinking to £34.9m at the end of September from £62.2m a year earlier.

# British Gas £225m in red for third quarter

By Robert Corzine

BRITISH GAS has blamed regulatory pressures, leading to a loss of market share to independent competitors and price cuts to consumers, as the main reason for a sharp deterioration in its third quarter performance.

The net loss for the quarter, the period of lowest demand for gas, was £225m on an historical cost basis against £190m last year. The loss was higher than most analysts expected and was evidence of "the declining profitability of the UK gas supply business arising from the regulatory squeeze," according to Mr Robert Evans, chairman.

Losses per share for the quarter were 5.2p (4.4p). The poor performance dragged down net profits for the first nine months to £409m, against £447m.

Historical cost operating profits in the UK gas supply business fell to £515m in the nine months to the end of September, against £592m last time. This was despite colder weather during the year and a small increase in the volume of gas sold, mainly to low-margin power generation customers.

Mr Ian Powe, director of the Gas Consumers Council, yesterday warned that continuing losses could lead to price rises for mainly residential customers.

ers if the government implemented the recommendation of the Monopolies and Mergers Commission that British Gas trading arm be divested from the gas transportation division. "These increasing losses carry a political health warning. If the government wants to divest British Gas trading as a profitable business, gas bills for 15m voters will first need to go up by several percentage points on top of a 17.5 per cent VAT increase."

Mr Michael Heseltine, trade and industry secretary, is considering the MMC recommendations, and is expected to decide by the end of the year or early 1994 whether to implement them.

British Gas yesterday called for an early decision to enable the company to make decisions on large investments. Mr Philip Rogerson, finance director, said large-scale capital spending would remain on hold until the government announced what the company's future structure would be.

The latest results highlighted the growing competition in the gas industry, with British Gas's share in the firm contract market, which supplies gas to large industrial and commercial users, falling to 34 per cent. Increased competition has also led to lower prices being charged for large users.

# Serif calls for £4.9m and applies for full listing

By Jean Marshall

SERIF, the USM-quoted specialist printing and packaging group, is raising about £4.9m via a 2-for-1 rights issue of 49.5m shares at 11p.

The company said that without the rights it would be unable to trade on the support of its bankers, which might not be forthcoming. The shares fell 2p to close at 16p.

Serif also announced yesterday that it had applied to join the Official List.

The rights, which will triple the issued share capital, is fully underwritten by Credit Lyonnais Laing. To improve the liquidity and marketability of the shares the directors intend to apply for just 300,000 shares.

Serif, which reduced its pre-tax loss to £494,000 (£571,000) for the half year to June 30, has undergone a reorganisation and rationalisation programme during the last two years. Non-core activities have been disposed of and there are now two operating divisions, Corwell based in Ipswich, and Spottiswoode, Ballantyne, based in Colchester.

Although the second half was likely to produce a further loss, directors said that efforts to control costs and improve margins were continuing. The current investment programme was largely completed and they felt the outlook for the company was improving.

# Camco float could raise \$261m

The flotation of Camco, the US oil services company, is expected to raise between \$230m and \$261m (£150m-£175m) for Pearson, the UK media and entertainment group, according to initial indications of the pricing. The company, which plans to sell 13.75m shares, or 6% per cent of Camco, previously announced its intention to spin off the subsidiary as part of a move to focus on the media and entertainment businesses.

The share price for the Houston-based company was set in the \$17-\$19 range.

# QMH action group demand

By Peggy Hollinger

A GROUP of shareholders in Queens Moat Houses yesterday wrote to the chief executive of the heavily-indebted hotels company demanding copies of the controversial property valuations which show a difference of some £500m in its assets.

The letter comes just five days before the extraordinary meeting which was called when the company's net assets had fallen to less than half the called-up share capital.

It is widely expected, however, that the EGM will be adjourned until the annual meeting on November 29.

QMH recently announced a loss of £10.4bn, the second largest deficit in UK corporate history, and is in talks with bankers over refinancing its £1.18bn debt.

Mr Denis Woodhams, the former hotel manager who launched the QMH shareholder action group earlier this month, said yesterday that he was hoping to force an adjournment of the AGM until the valuations had been examined by independent bodies.

"If we get enough support to vote against the 1992 accounts, it has to be adjourned," Mr Woodhams said.

Mr Woodhams wrote to Mr Andrew Coppel, the recently-appointed chief executive, on behalf of the action group requesting copies of the valuations by Weatherall Green and Smith and Jones Lang Wootton.

He also requested details of any properties identified for disposal by the new management.

QMH refused to comment on whether it would comply with Mr Woodhams' requests. However, it is thought unlikely the information will be made available.

Mr Coppel said yesterday he shared the action group's concerns to protect shareholders. "We are acting in all shareholders' interests, large and small, in trying to achieve a recovery of this group. To that extent our interests are aligned," he said.

# Tight cost control helps Grampian to 7.7% rise

GRAMPIAN Television, the Aberdeen-based ITV company, lifted pre-tax profits by 7.7 per cent in the six months to August 31.

Mr Calum MacLeod, chairman, said the rise reflected "the continuing tight control of costs supported by some improvement in the advertising market".

Profits rose to £1.55m (£1.44m) on turnover down at £9.87m (£10.1m). With operating expenses lower at £8.15m (£8.87m), operating profits emerged at £1.71m (£1.15m). The Channel 3 licence payment/excise/levy was £360,000.

Earnings per share advanced to 7.39p (6.17p) from which a raised interim dividend of 1.5p (1.1p) is declared. The directors said they wanted to reduce the disparity between the interim and the final payments.

Mr MacLeod said the advertising improvement had limited the fall in revenue from the loss of Channel 4 sales, and that Grampian had increased its share of network advertising revenue. It recently moved from TVM, Scottish Television's joint venture with ITV, to the Time Exchange sales house.

Glenhurnie, the property investment and development subsidiary, lifted its profits by 14 per cent to £463,000 (£405,000) through higher rental income.

# Wentworth quote at risk

THE USM quote of Wentworth International could be cancelled following the result of its recent rights issue.

The plastic packaging products group has received acceptance for 234,500 of the 380,500 new shares offered at 24p on a 7-for-2 basis.

However, the acceptances include some 233,200 shares (about 61.3 per cent) which Monceau Investments, an arm of Banque Indosuez, had irrevocably undertaken to apply for. Attempts will be made to sell the balance in the market at a premium to the rights issue price. The shares closed unchanged at 15p.

Unchanged at 15p. If no further buyers are secured by close of business today Monceau and Banque Indosuez will hold 81.15 per cent of the enlarged issued capital. Under Stock Exchange rules an insufficient proportion of the share capital will be in public hands and the company's USM quote will have to be cancelled. A further announcement will be made "as soon as practicable".

Wentworth reported pre-tax losses of £5.4m (£4.06m) for the year to March 31.

# BRITISH GAS PLC 1993 THIRD QUARTER RESULTS.

## Chairman's statement:

"The results for the third quarter showed a marked deterioration compared with 1992 and caused a reduction in net profits for the nine months. Higher profits from exploration and production, overseas gas supply and other business segments at the nine months were unable to offset the declining profitability of the UK gas supply business arising from the regulatory squeeze. In the firm contract market our share has fallen to 34% and this, together with other regulatory pressures on volumes and prices, has caused operating profits in the UK gas supply business to fall by almost 30% in the year to date, despite the colder weather this year. Action is being taken to increase efficiency and reduce staff numbers within the UK Gas Business and to focus the whole of the Company on the areas of greatest strategic value.

The Monopolies and Mergers Commission reports on the gas industry were delivered to the Government in July, and interested parties were invited to make representations by the end of October.

It is in the interests of our shareholders, customers and employees that the Government should announce its intentions soon in order that a stable regulatory and business framework for the future can be created. Until that decision is announced, it will become increasingly more difficult to make the decisions and the investments to enable the Company to succeed in the future."

ROBERT EVANS CBE FRC CHAIRMAN  
20th November 1993

British Gas

A WORLD CLASS ENERGY COMPANY

THE RESULTS AT A GLANCE				
	3 months ended 30 Sept		9 months ended 30 Sept	
	1993	1992	1993	1992
Turnover	1536	1411	7083	6920
Operating profit/loss (see below)	(301)	(283)	601	615
Profit/loss on ordinary activities before taxation	(409)	(342)	402	438
Profit/loss for the financial period	(297)	(250)	208	250
Earnings (loss) per ordinary share	(6.9)p	(5.8)p	4.8p	5.8p
Historical cost profit/loss on ordinary activities before taxation	(332)	(282)	605	623

ANALYSIS OF OPERATING PROFIT/LOSS				
	3 months ended 30 Sept		9 months ended 30 Sept	
	1993	1992	1993	1992
UK gas supply	(314)	(283)	281	293
Overseas gas supply	0	1	123	95
Exploration and production	(50)	(19)	144	87
Others	13	18	53	40
Total	(351)	(283)	601	615

Copies of the 1993 Third Quarter Results are available from: British Gas plc, Company Secretary's Office, Brentford House, 132 Commercial Road, London SW14 4JL. Telephone 071 831 1444

# Confident RPC shows 11% advance to £4.2m

By Maggie Urry

IN ITS first results since flotation in May, RPC Group, the rigid plastic packaging company, showed interim pre-tax profits at £4.24m, an increase of 11.2 per cent over last time's £3.81m.

Mr Lindsay Mackinlay, chairman, said during the first half to end-September, RPC had traded "in line with expectations at the time of flotation".

The group remained "confident" about prospects for the second half.

Group sales rose 10 per cent to £36.5m. Mr Ron Marsh, chief executive, said all the rise represented volume growth.

This sector accounted for 11 per cent of the group's total turnover last year, and first half volumes had fallen by 23 per cent.

However, this was offset by strength in other markets, such as a 40 per cent rise in mineral water bottles.

Operating profits were ahead 12 per cent at £4.23m. Interest charges rose from £108,000 to £154,000 since the company raised less in the float than it needed to repay preference shares used in part to finance its management buy-out in 1991.

Earnings per share were 5.4p, after a 28 per cent tax charge, the rate expected for the year.

A maiden interim dividend of 1p is declared.

**The Royal Bank of Scotland Group plc**

**FLUATING RATE NOTES**

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the interest period from 17th November 1993 to 17th February 1994, the Notes will bear a Rate of Interest of 5.8875% per annum. The amount of interest payable on 17th February 1994 will be £71.68 per £25,000 Note and £716.76 per £50,000 Note.

AGENT BANK: CHARTERHOUSE BANK LIMITED  
A Member of The Securities and Futures Authority

**CHARTERHOUSE**

**GBL**

avenue Marnix 24 - 1050 Brussels

**Exchange of the shares**

The outstanding shares without coupon should be exchanged, free of charge to the shareholders, for new shares with coupons N° 31 to 60, from November 23, 1993 on, at the following banks:

- Bank Brussels Lambert
- Banque Paribas Belgique
- Generale Bank
- Kredietbank
- Caisse Privée Banque
- ABN AMRO Bank
- Banque Bruxelles Lambert France
- Banque Internationale à Luxembourg

**CONTINENTAL BANK CORPORATION**

US \$ 200,000,000 Floating Rate Notes

Due 18 August 1998

Notice is hereby given that the rate of interest for period 19 November 1993 - 22 February 1994 has been fixed at 3.9375%. The coupon amount for US \$ 10,000 notes is \$ 103.91 and for US \$ 250,000 notes is \$ 2,587.66.

By: Continental Bank N.A., London, Agency Department

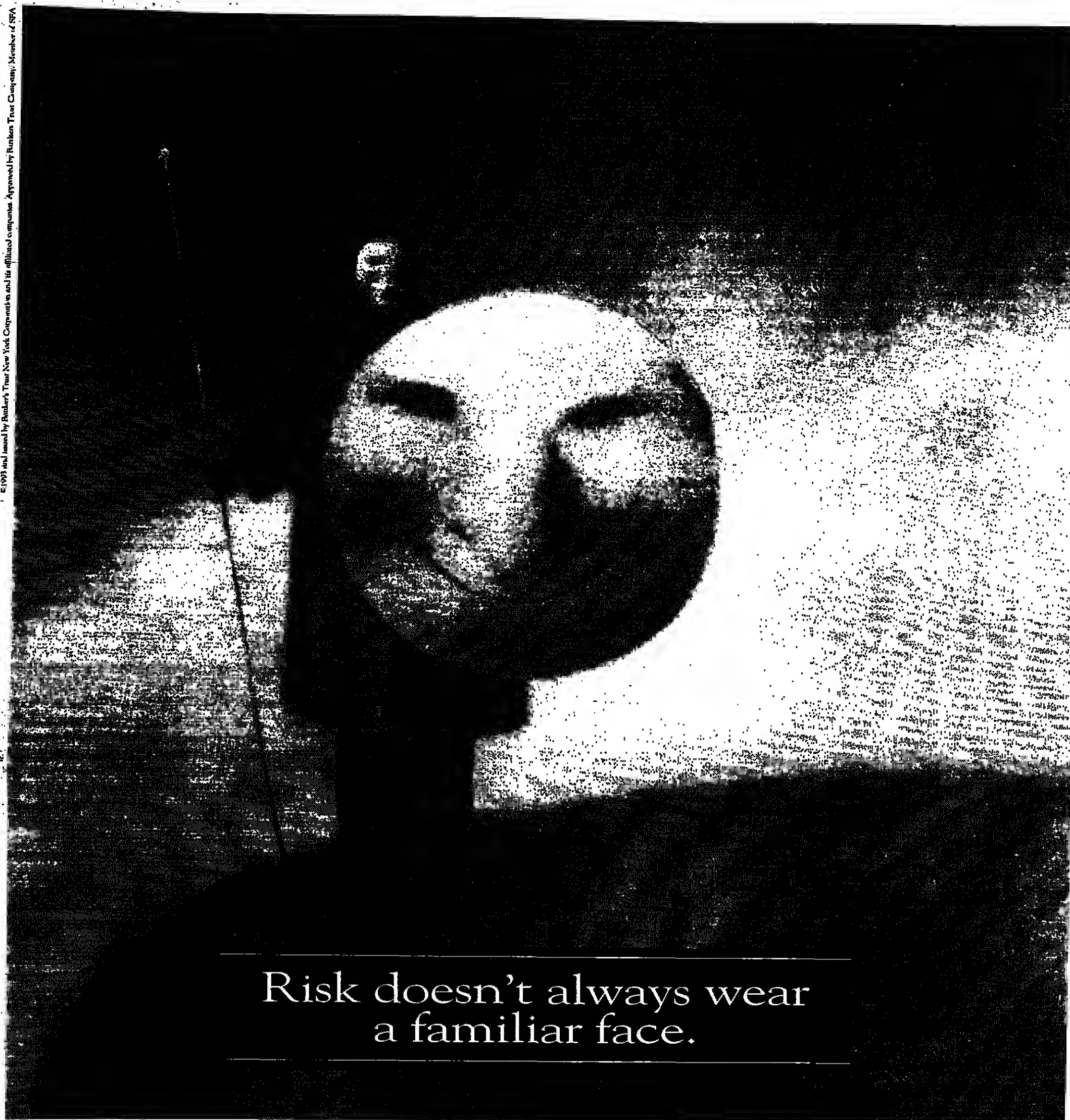


British Gas  
25m in re  
third qu

Is for £4.9  
or full list

could raise

ANNOUNCED



Risk doesn't always wear  
a familiar face.

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But venture abroad and risk is even more disguised.

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post. We're in London, New York, Tokyo. In Sydney and

Hong Kong. In Madrid, Paris, Frankfurt, Luxembourg  
and Milan. In Latin America and Eastern Europe.

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kets. And on top of them. Since risk is global today,  
it has to be looked at that way.

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## COMPANY NEWS: UK

## Increased premiums help Willis Corroon

By Richard Lapper

HIGHER PREMIUM rates and the strength of the dollar helped Willis Corroon, the insurance broker, increase pre-tax profits by 15 per cent to \$70.3m for the first nine months of 1993, against \$60.9m.

Profits in the third quarter, excluding discontinued underwriting operations in the US, rose by 31 per cent to \$8.5m. Turnover for the nine months increased to \$336.4m (\$272.4m) including \$3.7m (\$15.9m) from discontinued operations. Earnings per share were 10.4p (9.9p) a fourth interim dividend of 1.65p is declared for a total of 6.6p (13.3p).

Reflecting higher rates in the reinsurance market and in UK direct insurance business, brokerage and fee revenue grew by 3.5 per cent in underlying terms. Willis warned, however, that "in the US market most premium rates, other than those for highly exposed property risks, are still depressed by competition".

Foreign exchange rate movements and in particular the strength of the dollar contributed \$6.1m to profits, offsetting a fall in investment income to \$39.9m (\$41.9m).

## York Water ahead to £1.4m

From turnover up from £3.66m to £3.92m, pre-tax profits of York Waterworks, the water supplier, moved ahead from £1.28m to £1.41m for the six months ended September 30.

Earnings per share were 15.7p (13.9p) while the interim dividend is increased to 3.3p (3.05p).

Directors said that seasonal factors meant that the second half's performance would not be as good as the first.

## Exceptional helps lift CE Heath to £14.9m

By Richard Lapper

CE HEATH, the insurance broker, yesterday reported a jump in pre-tax profits from \$4.19m to \$14.9m for the six months to September 30.

Exceptional items accounted for \$7.95m of the improvement - a credit of \$3.56m contrasting with a loss of \$4.71m last time - but rising insurance rates and the strength of the US and Australian dollars helped boost brokerage profits by 69 per cent to \$5.8m.

Earnings per share amounted to 9p against losses of 0.2p. Before exceptional items, earnings rose by 43 per cent to 10.9p. The interim dividend is unchanged at 5p.

"Underpinning these results has been the rigorous expense control exercise commenced earlier this year," said Mr Michael Kier, chairman. Brokerage turnover rose 11 per cent to \$66.6m and by 3 per cent in underlying terms.

Expenses rose by less than 1 per cent and investment income fell by 27 per cent. Some \$2.7m of the higher turnover was due to currency factors. Underwriting profits, which stem from Heath's minority stake in HIL, the Australian insurer, increased to \$4.8m (\$4.2m). Heath reduced its stake in the company to 25 per cent in August with the profit from the sale producing an exceptional item of \$3.25m.

The run-off at CE Heath Underwriting & Insurance produced a loss of \$800,000. Computer services performed well with pre-tax profits increasing to \$2.1m, compared with \$1.7m. Peterborough Software produced profits of £1.7m on turnover of £14.3m.

## COMMENT

Heath is making positive progress in increasing brokerage revenue and reducing expenses and the group looks set to produce pre-tax profits of at least \$20m for the full year. That would produce put the share on a prospective multiple of more than 17, which looks reasonable for the sector. Despite yesterday's positive exceptional item, the markets have become accustomed to unwelcome surprises on that front in the recent past, last year's provisions against Australian aviation reinsurance losses being the most recent example. Investors may need a little bit more time to be convinced that there is no more bad news in store, a fact which probably explains yesterday's unenthusiastic response from the markets with the shares closing unchanged at 399p.

## Clydesdale advances 51%

By James Suxton, Scottish Correspondent

CLYDESDALE BANK, the Scottish bank owned by National Australia Bank, increased pre-tax profits by 51 per cent to a record \$29.2m in the year ended September 30.

Sir David Nickson, chairman, attributed the improvement on last year's outcome of \$59m to a combination of improved trading volume and reduced costs. Operating profit was \$127.4m (\$98.3m) before a record charge for bad debts of \$38.3m (\$37.4m).

The charge, which the bank said reflected the depth of the recession, represented 0.9 per cent of total lending assets and the trend improved in the second half.

Sir David said pre-tax profits would have exceeded £100m

but for a £12.5m restructuring provision relating to expected redundancies in connection with the project to centralise back-office processing in two centres, and to the opening of a single centre for dealing with telephone inquiries.

The project, announced in September, entails the loss of 1,400 jobs, mostly in branches, and the creation of 600 new jobs.

Mr Charles Love, chief executive, said net interest income had risen by 10 per cent, despite the fall in base rates, while commissions and other income had expanded by 11 per cent.

The bank's mortgage lending grew by 16 per cent.

The cost/income ratio fell from 64.8 per cent to 57 per cent before taking account of restructuring costs.

Clydesdale said the fall was mainly because of the coming

through of savings from the restructuring of the headquarters operations from 1991, which had also involved job losses.

Overheads before restructuring costs fell by 3 per cent, comprising a fall in staff costs of 5 per cent and a reduction in other overheads of 1 per cent.

Mr Love, a former senior TSB executive who took over last year, has brought in a number of new senior staff, including Mr Peter Aslett, finance director, who came from British Petroleum.

He said the trend of business in Scotland was "more positive than negative" but the Scottish economy would improve more slowly than that of the south of England.

Total assets were down 3.3 per cent at \$5.56bn, reflecting lower treasury activity in money markets.

## Lucas dismisses pay rumours

By Paul Cheeswright, Midlands Correspondent

MR GEORGE SIMPSON, who takes over as chief executive of Lucas Industries, the international engineering group, next May, will be paid the market rate, Sir Anthony Gill, chairman and current chief executive, said yesterday.

Talking after a tranquil annual meeting in Solihull yesterday, Sir Anthony dismissed as "rubbish" widespread suggestions that Mr Simpson's remuneration package is worth millions of pounds.

"We are worshippers of the market. We live by the market," he said. This suggests that Mr Simpson will receive pay at or around the level received by Sir Anthony - \$355,000 a year.

It will be topped up by a performance bonus, which on the basis of past practice at Lucas, could amount to between 10 and 12.5 per cent of his salary.

Mr Simpson will also receive a so far unspecified number of share options. When Mr John Grant last year became finance director he received options on 808,080 shares at what now



George Simpson: will be paid the market rate

looks a low price of 96p a share.

Mr Simpson can expect more shares but at a higher price. Sir Anthony owns 680,000 shares and has options on a further 948,714.

Mr Simpson's arrival at Lucas presages further management changes. The group is splitting up the post of chief executive and chairman, with

Sir Anthony staying temporarily as non-executive chairman.

The handover, said Sir Anthony, "will take some thinking out", but he expects Mr Simpson to decide the order in which he wants to take over responsibilities.

"I've a vested interest in it working well. I have money tied up in the company," Sir Anthony added, referring to

his shareholdings. "The understanding is that I would see in the new chief executive and then the nominations committee [of the board] would get to grips with the appointment of a new non-executive chairman. I'd be surprised if that's not sorted out by the end of next year," he said.

Although Sir Anthony observed that "it would be a rash promise to say there will be no more changes," Lucas now appears to be within reach of greater management stability.

There were three finance directors in four years.

The first retired, the second, Mr David Hankinson, "turned out not to be right for the sort of organisation we found ourselves having to have two years later," said Sir Anthony.

The meeting heard that elections in relation to the enhanced scrip dividend alternative had been received in respect of holdings totalling 688.5m existing shares (about 94.3 per cent). EDW has received acceptances of its cash offer in respect of 198.6m existing shares (27.32 per cent).

## Lower provisions behind jump at Yorkshire Bank

YORKSHIRE BANK, the National Australia Bank subsidiary, yesterday disclosed doubled pre-tax profits of £183.3m, against \$58.6m, after raising its share of personal sector lending and current and savings accounts.

The bank reported a pre-tax return on shareholders' funds of 44.5 per cent (18.1 per cent) in the year to September 30. Almost all the increase in pre-tax profits came from the halving of loan loss provisions to \$98.3m (£133.9m).

Net interest income rose marginally to £275.8m (£273m) and other operating income rose to £106.7m (\$99.7m). Operating expenses

rose to £182.9m (£174.1m).

The bank said it had achieved volume and market share growth in several markets. New account volumes increased by 9 per cent to 475,000, and retail credit balances rose by 12 per cent to £2.4bn.

In common with other banks it raised the number of residential mortgages, advancing 1,400 loans, a 48 per cent increase on 1991-92. The bank has opened an additional five branches in the south of England.

Mr David Knight, chief executive, said the bank had produced "excellent results" despite difficult economic conditions.

## Porter Chadburn cuts interim deficit to £1.4m

By John Murrell

SHARPLY LOWER provisions enabled Porter Chadburn, the packaging, consumer products and specialist distributor, to cut its losses from \$5.3m to \$1.4m pre-tax for the half year to October 1.

However, the directors said the group's performance over the period had been poor with operating profits last time of \$2.2m pre-excepted items being turned into losses of \$52,000.

They are omitting the interim dividend (0.85p) and said the level of final would depend on the full year results and trading prospects at that time. The shares fell 3p to 15p.

Turnover declined to \$68.8m (\$67.4m). Exceptional charges, mainly provisions for withdrawing from certain loss-making operations, accounted for \$675,000 compared with \$7m previously.

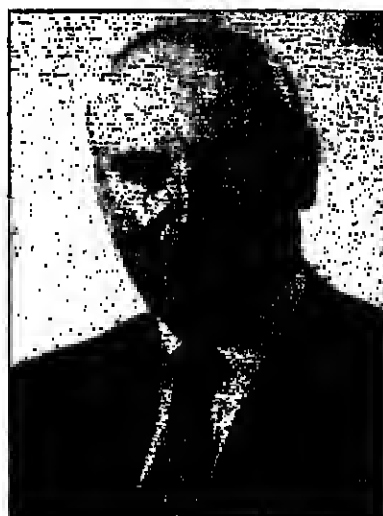
Packaging returned operating profits of £1.08m (£2.3m) on turnover of \$30m (\$29.9m). Consumer products incurred a loss of £1.32m (profits \$79,000) on turnover of \$27.5m (\$30.6m) while specialist distribution profits fell from \$279,000 to \$179,000 on turnover of \$3.75m (\$3.13m).

Losses per share emerged at 1.72p (5.52p). Net debt at the period-end amounted to \$14.1m (£13.6m).

# "Profit before tax has increased by 51% to £89.2m."

"I am pleased to report that the difficult trading environment has not materially hampered our progress. Indeed in many respects our performance against such a background over the year has simply confirmed the essential soundness of our policies and approach. Such a robust financial performance at a time when our organisation - and our industry - is undergoing so much change is, I believe, a remarkable achievement."

Sir David Nickson KBE, DL, Chairman, Clydesdale Bank PLC



## FINANCIAL HIGHLIGHTS

	1993	1992
	£m	£m
Operating profit before bad debts	127.4	96.3
Profit before taxation	89.2	59.0
Profit attributable to shareholders	58.8	37.6
Total assets	5,562.0	5,753.0
Shareholders' funds	376.2	377.3
Cost Income Ratio*	57.0%	64.6%

\*Total non interest expenses excluding restructuring costs as a percentage of total income, after adding back bad debts.

Copies of the Annual Report and Accounts are available on request from the Corporate Affairs Department. Telephone 041 223 2554. Clydesdale Bank PLC, 30 St Vincent Place, Glasgow, G1 2HL

Clydesdale Bank PLC



## Bett Bros in the black with £4.4m

BETT BROTHERS, the Dundee-based property, building and leisure group, returned profits of \$4.35m pre-tax for the year to end-August. That compared with a restated deficit of \$9.73m.

The results benefited from the release of a property provision amounting to £2.4m, property gains of £207,000 (losses £1.9m) and a reduction in interest charges to £749,000 (£2.4m).

Earnings emerged at 7.63p (losses 46.2p). A final dividend of 1.5p makes a 2p (nil) total. Year-end borrowings stood at £7.2m (\$8.9m), giving gearing of 52 per cent (58 per cent). The shares closed 6p higher at 101p.

## Trio shares drop on profit warning

Trio Holdings, the revamped investment trust, warned yesterday that although it continued to trade satisfactorily, its results for the year to September 30 were not expected to meet market expectations.

Directors said they had noted the recent movement in the share price, which last night closed 10p down at 51p. The results, which will be announced in December, included eight and a half months trading of Martin Bierbaum, which was acquired in January.

## Martin Currie net assets improve

Net asset value per share of Martin Currie European Investment Trust stood at 117.7p at October 31. That compared with 82.8p 12 months earlier and 83.8p at the April 30 year end.

Attributable profits for the half year declined to \$99,000 (\$174,000), equal to earnings of 0.43p (0.76p) per share.

## Ruberoid offer oversubscribed

The share offer for Ruberoid, the roofing subsidiary Tarmac is spinning off to the market, has been oversubscribed.

A further announcement as to the level of subscription and the basis of allocation of shares is expected to be made today.

More than 30m shares - 65 per cent of the issue - are being placed firm with institutions. The balance of 16.5m shares is being placed under the offer. At the flotation price of 150p, Ruberoid was valued at about £72m.

The issue is expected to raise \$88.8m for existing shareholders, principally Tarmac subsidiaries, and £2m for the company.

## Arthur Shaw in black at midway

Arthur Shaw, a maker of builders' hardware and supplier of engineering products, maintained its improvement in the 26 weeks to October 3 with pre-tax profits of £243,000, against losses of £124,000 in the corresponding 27 weeks of 1992.

Turnover grew 22 per cent to \$9.85m. Earnings per share were 1.83p (1.03p losses) and the interim dividend is restored with a payment of 0.6p - last year there was no dividend and \$99,000 losses were incurred.

The shares rose 4p to 50p.

## Brockhampton hits £3.43m

Profits at Brockhampton Holdings, parent of Portsmouth Water, advanced from £1.87m to £3.43m pre-tax for the six months to September 30.

Turnover of £12.7m (£11.8m) reflected an 8 per cent lift in charges. Earnings rose to 30.5p (15.5p) and the interim dividend is boosted to 3p (2.2p).

Profits benefited from a surplus on the disposal of a site at Bognor, a temporary shortfall in the annual investment in mains renewals (which will be rectified in the second half) and control of operating costs.

Although a weaker second half was expected, the group still looked for a "satisfactory outcome" for the year as a whole. The shares rose 15p to 408p.

## Gaelic Resources looks to new process

Gaelic Resources, the Dublin-based oil group, reported a reduced net deficit of £537,473 (£507,528) for 1992 partly reflecting its review of exploration operations and moves into other oil activities.

The group acquired Interroll - which holds marketing rights to Vis-Breaker, an improved oilfield engineering process to reduce heavy crude viscosity at the wellhead - in April. Mr Ian Forrest, chairman, said testing should be completed by the end of next year. "If successful... the Vis-Breaker will enjoy a major international market, bringing significant benefits from direct sales and related licence fees."

Losses per share were 0.39p.

## Litho placing and offer result

Under the placing of Litho Supplies, the printing products distributor, 14.08m shares were placed by Hoare Govett Corporate Finance with its clients at 190p apiece.

## Forward Group rises to £930,000

Interim profits at Forward Group, the USM-traded printed circuit board maker, rose from \$491,000 to \$930,000 pre-tax, of which acquisitions contributed \$290,000.

Turnover for the six months to July 31 of \$10.2m (\$5.7m) included \$2.94m from acquisitions. Earnings worked through at 8p (4.5p) and the interim dividend is lifted to 2p (1.3p).

The balance of 1.46m shares will be taken up by Hoare Govett clients.

## CORRECTION NOTICE

Amendment to interest amount payable.  
**MAES Funding No. 2 PLC**  
£300,000,000  
Floating Rate Notes due 2017  
Notice is hereby given that the Rate of Interest has been fixed at 6-1875% for the interest period 11th November, 1993 to 11th February, 1994.  
The interest amount payable on 11th February, 1994 will be £602.00 in respect of each £36,600 Principal Amount Outstanding of each Note.  
Crest Capital Limited  
Agent Bank  
11th November, 1993

**DAI ICHI KANGYO AUSTRALIA LIMITED**  
USD 63,000,000  
Floating Rate/Fixed Rate Guaranteed Notes due 2000  
In accordance with the provisions of the Notes, notice is hereby given that for the interest period from the 17.11.93 until 12.05.94, the Notes will bear a rate of interest of 3.63%.  
The interest amount payable on 12.05.94 will be USD 157.24 per 10,000 Note.  
DNB International plc  
London  
Agent Bank

Handwritten note: 27.11.93



## Travel agency sale lifts Hogg Robinson to £14m

By Michael Skapinker, Leisure Industries Correspondent

HOGG ROBINSON, the business travel, financial services and transport group, yesterday reported that the sale of its travel agency chain to Airtours last June helped boost half-yearly profits from £10.1m to £14.3m.

A strong performance from the remaining business travel division outweighed lacklustre performance in financial services and transport.

Turnover for the six months to September 30 fell to £28.8m (£29.3m). Operating profit from continuing operations rose to £5.56m (£5.47m). The interim dividend goes up to 2.75p (2.6p),

payable from earnings of 17.28p (9.35p) per share.

The pre-tax profit figure includes a £5.7m net book gain from the sale of the travel chain. The result includes only a three-month contribution of £1.2m from the chain, compared with a six-month figure of £3.45m last year.

Mr Brian Perry, chairman, said the business travel division now had 34 of the leading 100 UK quoted companies as customers. Business travel operating profits increased to £1.62m (£900,000).

Operating profits at the financial services division were only marginally ahead at £2.36m (£2.34m). The group said the division had suffered

as companies had deferred decisions on pensions while they awaited the outcome of expected legislative changes. The prospect of change is, however, expected to boost demand for short-term consultancy work.

Operating profits at the transport division fell to £2.5m (£3.17m). European trailer and port operations performed well, but air freight suffered from low volumes and reduced margins.

The group added that it had experienced a marked lull in cargo movements to the Falkland Islands, which had adversely affected yields on its regular shipping services to the South Atlantic.

## Ugland starts trading at 108p

By David Blackwell

SHARES IN Ugland International, formerly Bristol Channel Ship Repairs, started trading yesterday at 108p.

The shares were suspended in August at 8p pending the reorganisation of the company, which was completed on Monday.

The 80m 10p BCSR shares were consolidated into 4m ordinary shares with a nominal value of 20p and an effective worth of 160p.

The company is offering a further 19.98m shares through a rights issue at 100p. The new company will have 24m shares in issue and a market capitalisation of about £36m.

The rights, underwritten by Nomura International, will raise almost £19m net of expenses. Just over £16m will be used to buy Ugland Brothers, a ship management business, US Shipping, which owns nine general cargo vessels, and a deep sea car-carrying vessel.

Mr Andreas Ugland, chairman, and his family interests hold some 30 per cent of the shares and are taking up their rights in full.

The board believes that the combination of the former BCSR repair operations in Swansea and the Ugland businesses will "provide the foundations for a significant integrated international shipping group."

Joint stockbrokers to the rights issue, which closes on December 8, are Kleinwort Benson in the UK and Fondafans in Norway, where the company will seek a listing next month.

more rigorously justified."

The effect of the UK tax changes were partially offset by Hardy's strong position in the US, which accounted for half of group operating profits, which almost doubled to £8m (£3.2m). The US contribution was £3.12m (£884,000), the result of higher volumes, stronger US gas prices and positive foreign exchange movements.

Pre-tax profits were £2.14m (£527,000). Earnings per share were 3.5p (5p).

Mr Baker noted that Hardy's high levels of gas production, accounting for two thirds of current output, had reduced its vulnerability to low oil prices. He predicted that Hardy would continue to benefit from rising gas production in the US, where prices remained buoyant because of seasonal high demand.

"The group's operating cash flow, even at current levels, should substantially exceed that for last year," he added. The company also pointed to exploration successes in Canada and Pakistan as positive factors for future growth.

## US gas sales offset tax changes at Hardy Oil

By Robert Corzine

THE BUOYANCY of the US market for natural gas helped lift half year turnover at Hardy Oil & Gas, the independent exploration and production company, by 40 per cent to £29.5m in the half year to September 30, compared with £21.1m.

However, the negative impact of recent UK tax changes resulted in after-tax profits sinking by 17 per cent to £3.85m (£4.63m).

The company yesterday confirmed that the government's removal of tax concessions for exploration activities in last March's Budget was affecting short-term cash flow and earnings. Its Petroleum Revenue Tax credit in the period was £1.4m.

Mr Douglas Baker, chairman, said the change had "adversely affected the risk/reward ratio of exploration in the United Kingdom continental shelf." He added that Hardy would continue to explore in UK waters, but "opportunities there will have to be

## Apartment sales help Regalian to cut losses

By David Blackwell

REGALIAN Properties yesterday announced losses sharply reduced from £21.5m to £869,000 for the six months to end-September.

Mr David Goldstone, chairman, said the outcome showed that the group had survived recession and turned the corner.

While the situation remained difficult on the commercial side, "there is just that slight buzz in the residential market," he said.

The improvement was chiefly attributable to the sale of 16 out of 30 apartments at Kensington Palace Gardens, the luxury block near Kensington Palace. Sales of the group's London portfolio had made dramatic progress, he said, adding that only seven

apartments were now left to sell.

The recently announced joint venture to convert Alchemic House, on the south bank of the Thames opposite the Houses of Parliament, from an office block to residential apartments marked a turning point in the group's fortunes, he suggested.

Net debt at the end of September was down to £21m, compared with £54.5m at the end of March. Net interest payable fell from £4.83m to £1.92m. There were no provisions against the portfolio, compared with £18.3m last time.

Total turnover rose to £50.5m compared with a previous £49.2m.

Losses per share were 0.74p, down from 16.22p. Net assets per share were 35.76p (36.51p). The shares rose 2p to 23½p.

## Barratt urges Budget caution

By Andrew Taylor, Construction Correspondent

SIR LAWRIE Barratt yesterday joined the growing number of construction company chiefs to appeal to the government not to damage the housing market in the Budget.

Sir Lawrie, chairman of Barratt, one of Britain's best known housebuilders, told shareholders at the company's annual meeting that speculation about measures in the Budget had dented the confidence of potential purchasers during the past two months.

Construction companies and building materials suppliers are concerned that the chancellor may damage one of the few markets showing signs of recovery by further reducing the rate of mortgage tax relief.

This is already planned to fall from 25 per cent to 20 per cent from next April.

Sir Lawrie said that any further reduction could undermine the modest improvement in house sales achieved this year. He said that the company



Sir Lawrie Barratt: modest improvement in house sales this year

had increased house sale by 25 per cent since July 1 compared with the corresponding period. Comparisons, however, were against a severely disrupted

trading period last year following sterling's withdrawal from the ERM and the re-introduction of stamp duty on house purchases.

Nevertheless, the group expected to achieve its target of 5,750 houses in the current financial year, Sir Lawrie said. The housing market in the US was also improving. Sales since July 1 were 15 per cent higher than during the corresponding period last year.

Mr Peter Parkin, chairman of Raine, the housebuilder and contractor, also reported a rise in new house sales compared with "the exceptionally low levels of the comparative period last year."

Mr Parkin, speaking at the annual meeting, said the group had experienced its "traditional autumn surge in interest from potential home buyers" with strong rises in visitor levels and net reservations. The southern Californian market, unlike other parts of the US, was still experiencing difficulties, said Mr Parkin.

He added that if the UK housing market remained buoyant, borrowings at the end of the financial year would be only slightly higher than at end-June this year.

## Millwall's lossmaking run continues with £1.1m deficit

By Christine Buckley

MILLWALL, the USM-quoted football company, yesterday continued its lossmaking run with pre-tax losses of £1.09m for the 12 months to May 31. However, this marked a significant improvement over the comparable deficit of £3.64m.

Millwall, which this year opened a new £15.5m stadium for its first division team, blamed part of the loss on the last fall-out from its ill-fated foray into the pub business. It attributed £900,000 of the loss to the difference between

its holding in Leisuretime Inns - previously named Tavern Leisure - and cash realised on disposal. Millwall bought Tavern in 1990 for £10m, but the chain proved a drain on resources.

Mr Reg Burr, chairman, was confident that the company, which has had an unsettled time since its flotation in 1988, had seen the worst. "We have now turned the corner," he said.

Millwall was floated at 20p a share. Yesterday the shares stood at 3p, a fall of 1/4p on the day.

On an FRS 3 basis, losses per share were reduced from 4.47p to 0.68p. Again there was no dividend.

Profits on the transfer of players were little changed at £1.09m (£1.07m).

The value of Millwall's assets are far in excess of its market capitalisation, which stands at £9.35m, and persistent rumours have run through the market of a potential bid.

But Mr Burr, whose company was earlier this year in failed preliminary talks concerning a cash injection, said he had had no approaches.

## DFS share allocation

In respect of the 17.51m DFS Furniture Company shares made available to the public from the initial 50.02m shares offered, some 16,331 valid applications were received for a total of 23.14m shares.

The basis of allocation for the offer, which was 1.3 times subscribed was:

Between 200 and 9,000 shares - 100 per cent; between 10,000 and 70,000 - 90 per cent; between 80,000 and 100,000 - 80 per cent; between 110,000 and 190,000 - 70 per cent; between 200,000 and 390,000 - 60 per cent; between 400,000 and 1m - 50 per cent; more than 1m shares - 25 per cent.

# Record results again. Hear them from the Chairman one-to-one.

(Call us in London on +44-71-971-0059)

If you can't get to the phone, here are some other numbers for you:

- Profit before tax up 35% to £509m - an increase of £131m.
- Interim dividend of 2.6p per share is up by 9%.
- Turnover continues to grow strongly - up by 34%.
- Earnings per share up by 23% to 11.1p.
- Net gearing at 30th September 10%.



CABLE & WIRELESS

Cable and Wireless plc, 124 Theobalds Road, London WC1X 8RX.

Interim dividend of 2.6p payable 28th February 1994 to Shareholders on the Register at 23rd December 1993. If you have any enquiries as a Cable & Wireless Shareholder, please call us on +44-71-315-4455. A copy of the Interim Report will be posted to Shareholders on 23rd November 1993.

### DAIWA HOUSE INDUSTRY CO., LTD.

Bearer Warrants (the "Warrants") to subscribe for shares (the "Shares") of common stock of the Company issued with:

U.S. Dollar 300,000,000 2 1/2% per cent. Bonds due 1996,  
U.S. Dollar 350,000,000 4 1/2% per cent. Bonds due 1996 and  
U.S. Dollar 800,000,000 2 1/2% per cent. Bonds due 1995

"Adjustments of Subscription Prices"

Notice is hereby given pursuant to Condition 7 of the Warrants that as a result of the issuance of U.S. Dollar 800,000,000 1 1/2% per cent. bonds due 1997 with warrants and Yen 30,000,000,000 0.8 per cent. convertible debentures due 1998 on 10th November, 1993 by the Company with the initial subscription price per Share and the initial conversion price per Share of Yen 1,540 for each of such warrants and convertible debentures as determined on 2nd November, 1993 being less than the current market price of Yen 1,705.30 per Share as at that date, the Company has adjusted the Subscription Prices for each of the Warrants as follows:

1. Warrants issued with 2 1/2% per cent. Bonds due 1996  
1) Subscription Price before adjustment: Yen 1,415.00 per Share  
2) Subscription Price after adjustment: Yen 1,407.90 per Share  
3) Effective Date of the adjustment: 11th November, 1993 (Japan time)
2. Warrants issued with 4 1/2% per cent. Bonds due 1996  
1) Subscription Price before adjustment: Yen 2,084.20 per Share  
2) Subscription Price after adjustment: Yen 2,074.60 per Share  
3) Effective Date of the adjustment: 11th November, 1993 (Japan time)
3. Warrants issued with 2 1/2% per cent. Bonds due 1995  
1) Subscription Price before adjustment: Yen 2,559.20 per Share  
2) Subscription Price after adjustment: Yen 2,548.00 per Share  
3) Effective Date of the adjustment: 11th November, 1993 (Japan time)

DAIWA HOUSE INDUSTRY CO., LTD.

19th November, 1993 5-16, Awaaz 1-chome, Nishi-ku, Osaka, Japan

### THE BUSINESS SECTION

appears Every Tuesday & Saturday. Please contact Melanie Miles on 071-873 3308 or write to her at The Financial Times, One Southwark Bridge, London SE1 9HL

### Mortgage Intermediary Note Issuer (No.1) Amsterdam B.V.

For the three month period from 10th November, 1993 to 10th February, 1994 the Note will bear interest at the rate of 5.975 per cent. per annum. The Coupon amount per £25,000 Note will be £374.14 payable on 10th February, 1994. Morgan Grenfell & Co. Limited (Agent)

### BRITANNIA BUILDING SOCIETY

£125,000,000 Floating Rate Notes Due 1995

In accordance with the terms and conditions of the Notes, notice is hereby given that for the three month interest period from 1st (including) 10th November 1993 to (but excluding) 10th February 1994, the Notes will carry a rate of interest of 5.6625 per cent. per annum. The relevant interest payment date will be 28th February 1994. The coupon amount per £100,000 Note will be £56.625 and per £500,000 will be £283.125 payable against surrender of Coupon No. 20. Hambros Bank Limited Agent











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## INVESTMENT TRUSTS - CONT.

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## MANAGEMENT SERVICES

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## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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Continued on next page

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## NYSE COMPOSITE PRICES

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**NASDAQ NATIONAL MARKET**[illegible]

## AMEX COMPOSITE PRICES

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FINANCIAL TIMES

## FINANCIAL

### Perrier battle ends with something for everyone



## AMERICA

## Dow falls on selling after Nafta news

## Wall Street

US INVESTORS put the successful passage of Nafta through the House of Representatives behind them yesterday, and focused instead on rising bond yields. With profit-taking also in evidence, the result was a decline in share prices across the board, writes Patrick Harrington in New York.

At 1pm, the Dow Jones Industrial Average was down 27.39 at 3,676.96. The more broadly based Standard & Poor's 500 was 2.14 lower at 462.67, while the Amex composite was down 2.28 at 470.26, and the Nasdaq composite off 5.82 at 756.74. Trading volume on the NYSE was 186m shares by 1pm.

Although the equity markets had hoped that the House of Representatives would vote for Nafta, investors did not greet the good news with hugging.

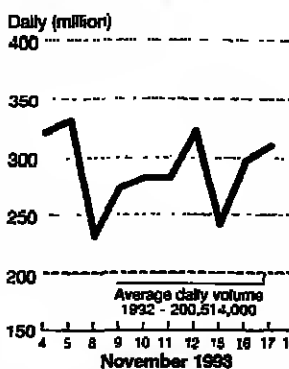
MEXICAN equities opened nearly 1 per cent ahead in response to US approval of Nafta, but then fell back as many investors decided that now was the time to take profits. At midday the IPC index was down 0.43 at 2,148. Some analysts expect the market to gain 30 per cent by March.

primarily because expectations of a successful outcome had already been discounted earlier in the week. Thus, the stage was set for some early losses as investors took more profits earned during the markets' gains on Tuesday.

Another rise in bond yields also pressured prices lower at the opening. The bond market was reacting to the latest evidence that the economy was growing in the form of a 20,000 decline in weekly jobless claims, and a stronger than expected Philadelphia Federal Reserve Bank report on local business activity.

Although the data should

## NYSE volume



have been bullish for stocks, equity investors were more concerned by the latest rise in bond yields.

Trading in Chevron was halted because of an order imbalance on the sell side amid speculation that Pennzoil, a major shareholder, would sell its stake in the company. After refusing to comment, Pennzoil later confirmed that it had sold 8.2m shares in the oil group.

By early afternoon Chevron was down 54¢ at \$38.94 in volume of 9m shares, while Pennzoil, which was left with a 2.8 per cent stake in Chevron, was up 5¢ at \$58.75.

Other major oil stocks fell in sympathy. Texaco dropped 3¢ to \$65.40, Mobil eased 3¢ to \$78.75, and British Petroleum slipped 1¢ to \$81.

Mexico-related stocks celebrated the Nafta vote with gains. Telefonos de Mexico rose 3¢ to \$37 in volume of 3.8m shares, the Mexico Fund added 3¢ to \$29.40, and the Emerging Mexico Fund climbed 3¢ to \$22.

## Canada

TORONTO stocks were modestly higher in early trading following the approval of Nafta. The TSE-300 composite index was up 2.39 at 4,339.89 in volume of 8.4m shares valued at C\$73.8m.

## EUROPE

## 'Big Three' Frankfurt chemicals underperform

BOURSES responded to the falls on Wall Street, writes Our Markets Staff.

FRANKFURT, back from a day's holiday, effectively matched Wednesday's gains in other continental markets as the DAX index rose 13.62 to 2,085.34; but it lost most of that rise after hours.

Turnover fell from DM11.1bn to DM9.9bn. Among blue chips, there were falls against the trend of 30 pig in both BASF and Hoechst, to DM274.20 and DM279.20 respectively, with Bayer only 80p higher at DM338.50. Hoechst revealed disappointing third quarter results in late days ago, and BASF and Bayer produce their figures next week.

Commerzbank jumped DM4.90 to DM382.40, hoping for news of a higher dividend next week, and Porsche put on DM30, or 4 per cent to DM785 in a generally firm automotive sector, up on the higher dollar, said Ms Heidemarie Hoppner at B Metzler in Frankfurt.

PARIS lost early gains as the session progressed. The CAC-40 index closed up 1.68 at 2,149.67 after a day's high of 2,171.93. Turnover was some FF4.4bn. Roussel-Uclaf advanced FF24 to FF721 with some reports suggesting that investors were switching out of other drug stocks.

LVMH rose FF126 to FF337.70 on news that it was selling its skin care products company to Johnson & Johnson of the US. However, suggestions that it was to sell its Pommery champagne division were denied by the group.

AMSTERDAM lost a little momentum towards the close of business, but the CSE Tendency index remained in positive territory, showing a gain of 0.5 to 137.5.

Heineken broke through the FI200 level for the first time in a week, FI 3.10 higher at FI200.70 as it reported that its Spanish unit was to sell a brewery to Coors of the US. Hoogovens was worried by

## FT-SE Actuaries Share Indices

November 18		THE EUROPEAN SERIES									
Hourly changes	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close			
FT-SE Eurotrack 100	1374.58	1377.81	1374.96	1375.84	1376.88	1372.37	1368.82	1367.32			
FT-SE Eurotrack 200	1433.72	1435.41	1434.19	1433.27	1434.15	1433.51	1427.44	1427.81			
Nov 17		Nov 16		Nov 15		Nov 12		Nov 11			
FT-SE Eurotrack 100	1363.58	1353.29	1347.91	1339.42	1336.92						
FT-SE Eurotrack 200	1423.11	1416.29	1413.86	1402.18	1403.42						

Base value 1000 (200/1000) High/Low: 100 - 1277.01; 200 - 1426.34; London: 100 - 1338.88; 200 - 1426.34.

fears that a deal on European steel subsidies might not reach agreement, the shares ending down FI 2.40 at FI 45.70.

MILAN maintained an interest in telecoms as Stet announced that it had approved a restructuring plan, and was hopeful of an improvement in earnings over the next three years. Its shares rose L125 to L3,769, and those of Sip, the domestic operator, by L74 to L3,185.

The Comit index closed 10.69 higher at 548.05. In a note on the telecom sector, James Capel came out on balance in

favour of Sip as standing to reap the greater benefit from the proposed reforms, and suggested that there was a case for switching out of Stet into the domestic utility.

Among the banks Credito Italiano advanced L31 to L2,478, and BCI L88 to L4,486.

ZURICH got back on the upgrade after pausing earlier this week for the outcome of the US Nafta vote. The SMI index closed 16.0 better at 2,727.1 after profit-taking eroded a day's high of 2,735.0.

UBS enlivened a staid banking sector, rising SF12 to

SFR1,307 after a confident look at 1994, and Brown Boveri gained SF15 to SF1,044 ahead of next week's figures from the Swedish-Swiss operating group, Asea Brown Boveri.

BRUSSELS broke through the 1,400 level to record its second consecutive record high, the Bel-20 index advancing another 11.07 to 1,408.83.

Turnover was down from Wednesday's BFrdm, when the market was excited by the day's combination of interest rate cuts and government agreement on economic reform, but it was still healthy at BF2.8bn.

Banks and other financials were strong on expectations that more interest rate cuts could be on the way and, in retailing, GIB put on BF18 to BF1,376 in exceptional volume of 293,000 shares as analysts said that institutional demand had been underestimated.

STOCKHOLM was disappointed when the Riksbank left Swedish interest rates

unchanged and when Ericsson, the high flying telecommunications group, managed to disappoint the market with a forecast that 1993 profits would be "somewhat more than doubled".

The Affarsvarlden General index fell 3.10 to 1,396.00. Ericsson was unchanged on the day at SKr413, down from an intra-day high of SKr426, and Volvo's turnaround from a loss to profits substantially higher than expected left the car-maker only SKr3 higher at SKr422.

WARSAW plunged under selling pressure from small investors trying to raise cash to buy shares of Bank Slaski in Poland's biggest ever public offering. The WIG index fell 837, or 5.9 per cent to 5,608.8 and turnover was a very active 1,600bn zloty as investors placed 47,833 orders, an all-time record.

Written and edited by William Cockburn and John Pitt.

## ASIA PACIFIC

## Hong Kong falls by less than London dealers feared

## Tokyo

PROFIT-taking following the ratification of the North American Free Trade Agreement by the US House of Representatives eroded early Tokyo gains, but the Nikkei average held its ground, closing marginally higher on the lack of negative news, writes Emiko Terazono in Tokyo.

The 225-issue index ended 57.51 up at 18,166.32 after a day's high of 18,336.63 and a low of 18,117.71. Traders said activity was largely technical, with the futures market leading the downturn on disappointment that the dollar did not strengthen after the passage of Nafta.

The Topix index gained a net 10.50 at 1,551.32. Volume was 220m shares, against 216m. Many investors refrained from activity due to the afternoon voting in the lower house over political reform. Following the parliamentary voting, however, investors failed to react

since the passage of the bill had been expected.

Rises still fell by 618 to 316, with 200 issues unchanged. In London the ISE/Nikkei 50 index eased 0.02 to 1,251.22.

Retailers were strong on hopes of benefits from proposed deregulation measures. Ito-Yokado jumped Y100 to Y5,580 and Seven-Eleven appreciated Y100 to Y9,150.

In spite of profit-taking by corporate investors, bank stocks remained firm. Industrial bank rose Y90 to Y3,050 and Fuji Bank put on Y30 to Y2,280. Regional banks were actively traded. Joyo Bank, the day's most active issue, was finally Y3 down at Y866, and Aomori Bank added Y9 at Y640.

Honda Motor fell Y30 to Y1,470 on selling by US brokers, while Sony lost Y10 to Y4,840 after the dollar failed to rise following the Nafta vote. Meanwhile, East Japan Railway shed Y2,000 to Y45,000 and Nippon Telegraph and Telephone lost Y3,000 at

Y778,000 on profit-taking after initial gains. Penta Ocean Construction was hit by margin unwinding and closed Y7 cheaper at Y663.

Daikyo, the condominium builder, forged ahead to finish Y17 up at Y993, after losing ground on prospects of bleak full year results.

In Osaka, the passage of the political reform bill in the lower house increased buying, and the OSE average rose 32.77 to 20,342.95 in volume of 15.7m shares. Sanren Pharmaceutical advanced Y120 to Y3,180 on its forecast of a 9 per cent rise in pre-tax profits for the business year to March.

## Roundup

SOME markets in the region used the US congress approval of the Nafta agreement as an excuse to take profits yesterday, following Hong Kong's third day on the downgrade.

HONG KONG fell, but not by as much as London feared on Wednesday following the leak

that Morgan Stanley was cutting its weightings in the market.

The Hang Seng index lost 171.56, or 1.8 per cent, at 9,335.43, up from an indicated 9,185 in London overnight.

Turnover edged up from HK\$3.04bn to HK\$3.14bn. Mr David Roche, global strategist at Morgan Stanley, talked of "a bubble on the Hong Kong market... it is not that the China story has gone too far, it is that it has gone too fast".

SINGAPORE rose briefly on news of Nafta's passage, but drifted lower in the afternoon. The Straits Times Industrial index ended 10.31 down at 2,086.20, after a day's high of 2,105.25. Volume was modest at 166.55m shares.

AUSTRALIA was disappointed by domestic corporate news, which left the All Ordinaries index a modest 3.7 higher at 2,108.0. Turnover amounted to A\$414.1m.

National Australia Bank's results came within expectations, but there was disap-

pointment that hopes of a scrip issue proved unfounded. The shares ended 2 cents up at A\$12.88, off a day's high of A\$13.14. There was less satisfaction with results from Westpac, 3 lower at A\$4.60.

NEW ZEALAND added to Wednesday's strong rally with a 2 per cent advance, after the political situation was clarified. The NZSE-50 capital index moved ahead 40.05 to 2,114.42 in turnover of NZ\$34.5m.

Foreign buyers, in particular, were reported to have been re-entering the market, with Telecom picking up 15 cents to NZ\$4.20.

SEOUL registered its second 1993 high of the week, the composite stock index ending 2.66 stronger at 322.63. However, brokers said once again that the latest gains reflected an influx of individual investors, and that a technical adjustment was expected next week.

BOMBAY rallied on support from foreign institutions. Mr Nigro Spence of Lehman Brothers commented that

switching of funds out of Hong Kong and into India had been evident. Confidence had also returned to equities, he added, following the lifting of the Sri Lankan siege by the army on Tuesday. The BSE index closed 54.89 up at 2,932.31.

HONGKONG moved forward on strength in the finance sector, which helped the SET index to a gain of 10.89 at 1,271.72. Turnover totalled \$1.1bn.

MANILA eased as investors were seen taking profits. The composite index lost 7.33 to 2,404.38 in 1.25m pesos turnover. PSEI fell 15 pesos to 1,290 pesos after an overnight decline in New York trading.

## SOUTH AFRICA

JOHANNESBURG strength in share prices left the industrial index showing a particularly good performance, finishing at a high for the year of 4,884, up 57.7. Gold advanced 2.1 to 2,927 and the overall index rose 20 to 4,206.

## Zurich tests equity turnover peaks

By Michael Morgan

Turnover in leading European equity markets resumed its advance in October with a 10.1 per cent rise, matching the decline of the previous month.

The October advance was accompanied by a strong 5.4 per cent rise in the FT-Actuaries Europe Index, with confidence bolstered early in the month by President Boris Yeltsin's military success against Russian hardliners who had occupied the White House in Moscow. The Bundesbank's unexpected decision to cut discount and Lombard rates on October 21 generated more enthusiasm.

Mr James Cornish of NatWest Securities notes that the strength of the markets was reflected in sharp improvements in local market indices in Switzerland, which rose by 8.9 per cent, the Netherlands, up 6.6 per cent, Germany, 5.2 per cent higher, and Spain, 7.3 per cent ahead. Markets which rose most during the month also demonstrated the

## EUROPEAN EQUITIES TURNOVER

Monthly total in local currencies (bn)

Bourse	Jul 1993	Aug 1993	Sep 1993	Oct 1993	US \$bn
Belgium	59.86	64.52	86.99	77.87	2.14
France	151.18	176.99	184.37	201.83	34.35
Germany	188.75	184.40	150.42	183.24	109.07
Italy	35,687.2	47,394	44,009.5	31,410	19.26
Netherlands	21.60	23.60	18.90	25.10	13.32
Spain	806.04	858.64	825.61	1,042.69	7.75
Switzerland	25.90	24.50	18.80	23.80	19.09
UK	45.99	50.90	48.82	49.32	73.40

Volumes represent purchases and sales, rather than adjusted to include off-market trading. Some figures may be mislaid. Source: NatWest Securities

## largest increase in turnover.

Mr Cornish adds that turnover on Seaq International, the London screen based trading system, rose by 10.7 per cent on the month for the seven continental European markets, "so that there was a slight rise in London international volume as a percentage of the domestic market turnover, suggesting buying interest on the part of both international and domestic investors".

Zurich and Amsterdam, September's worst performers, became October's highest gain-

ers. Buyers bought both as a result of the dollar's strength and falling interest rates.

Swiss turnover surged by 42.9 per cent to levels surpassing the previous peak of July 1989 as the SMI index finally broke through resistance at 2,500 early in the month and went on to establish a series of record highs.

Mr Nicholas Worgan of Smith New Court notes that demand for stock was the result of the apparent recovery by foreign investors of Swiss blue chips, on realisation

that they had become cheap by international standards.

Banks pulled the market higher as some interim results surpassed expectations, while insurers benefited from plans to increase the sector's weighting in the SMI index.

Mr Worgan said Switzerland had also proved a beneficiary of hesitancy over the outlook for Germany and France, while there was a return of investor awareness towards the small and medium Swiss stocks in the light of the bottoming out of the domestic economy after monetary easing.

The Netherlands saw turnover rise 32.8 per cent, also a record, and Spain advanced 26.3 per cent in October and 20.7 per cent over the average of the previous three months.

Italy was the month's big loser as the market was unnerved by an increasingly uncertain political outlook and as it faced up to the prospect of a very heavy calendar of capital raising exercises, most notably that by Fiat. Turnover fell 28.6 per cent on the month accompanied by a 2.3 per cent fall in the local market index.

## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS		WEDNESDAY NOVEMBER 17 1993										TUESDAY NOVEMBER 16 1993										DOLLAR INDEX	
Figures in parentheses show number of lines of stock	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1993 High	1993 Low	Year ago (approx)							
Australia (80)	157.80	-1.5	158.39	106.73	139.58	158.64	+0.9	3.27	155.49	155.19	104.73	137.59	157.15	162.83	117.39	109.76							
Austria (17)	173.63	-0.1	174.28	117.44	153.91	153.91	+0.4	1.02	173.81	173.47	117.07	153.80	153.37	184.47	131.16	140.89							
Belgium (42)	153.25	+1.1	153.83	105.65	138.85	136.82	+1.2	4.22	151.58	151.29	102.09	134.13	154.36	155.76	131.18	135.34							
Denmark (107)	133.86	+0.1	134.37	90.54	118.65	127.51	+0.0	2.62	133.77	133.51	90.08	118.36	127.82	135.64	111.41	111.77							
France (22)	236.56	+0.4	237.46	180.00	208.69	217.56	+0.4	1.24	235.56	235.10	158.66	208.44	215.86	241.06	185.11	136.62							
Germany (60)	224.15	+2.1	224.82	89.98	110.06	151.77	+2.0	0.69	221.55	221.31	81.87	107.55	148.81	159.59	65.60	69.86							
Hong Kong (59)	165.26	-1.6	165.89	111.77	146.48	153.14	+1.3	0.03	163.54	163.22	110.14	144.70	151.23	173.05	122.21	121.21							
Italy (70)	132.25	-0.2	132.76	89.46	112.22	117.22	+0.0	1.81	132.48	132.22	89.24	117.22	117.22	136.13	101.59	105.87							
Japan (69)	145.48	-1.0	146.03	98.40	128.97	98.40	-0.8	2.85	330.04	383.22	263.36	360.55	300.78										
Malaysia (26)	469.38	+0.3	471.16	317.46	418.06	461.25	+0.5	1.39	467.78	466.87	315.05	400.35	466.87	488.14	199.30	141.03							
Mexico (19)	1969.30	+3.6	1976.75	1331.95	1745.63	6782.34	+2.0	1.31	1900.17	1896.44	1279.80	1681.59	1896.44	1993.00	1410.00	1499.39							
Netherlands (26)	199.12	-0.4	199.84	127.91	167.54	165.21	-0.2	3.21	189.86	189.49	127.97	168.00	165.47	187.07	150.39	149.33							
Norway (23)	189.10	+0.3	189.72	117.44	153.91	153.91	+0.4	1.02	189.10	188.76	117.07	153.80	153.37	184.47	131.16	140.89							
Norway (23)	189.10	+0.3	189.72	117.44	153.91	153.91	+0.4	1.02	189.10	188.76	117.07	153.80	153.37	184.47	131.16	140.89							
Sweden (32)	199.12	-0.4	199.84	127.91	167.54	165.21	-0.2	3.21	189.86	189.49	127.97	168.00	165.47	187.07	150.39	149.33							
Singapore (36)	313.93	+0.1	315.11	212.33	278.27	230.67	+1.5	1.39	309.55	309.34	203.76	274.26	227.18	288.33	207.04	136.00							
South Africa (80)	223.27	+0.1	224.11	151.01	197.20	211.18	+0.9	2.54	223.22	223.08	150.54	177.78	209.34	223.52	144.72	128.61							
Spain (42)	199.12	-0.4	199.84	127.91	167.54	165.21	-0.2	3.21	189.86	189.49	127.97	168.00	165.47	187.07	150.39	149.33							
Switzerland (60)	146.48	-0.2	147.03	99.08	129.68	145.10	+1.1	4.07	146.13	137.76	99.27	122.13	143.52	144.24	115.23	115.51							
Taiwan (32)	199.12	-0.4	199.84	127.91	167.54	165.21	-0.2	3.21	189.86	189.49	127.97	168.00	165.47	187.07	150.39	149.33							
United Kingdom (216)	186.65	-0.1	187.37	126.21	165.44	187.36	+0.7	3.83	186.14	186.07	125.56	164.95	186.07	191.16	108.51	108.51							
USA (518)	189.26	-0.5	189.97	129.01	167.77	189.26	+0.1	2.73	180.16	180.79	126.08	168.27	190.16	191.96	136.79	172.49							
Australia (751)	157.80	-1.5	158.39	106.73	139.58	158.64	+0.9	2.97	155.23	155.85	106.91	138.15	157.15	162.97	133.82	132.82							
Canada (114)	108.71	-0.3	108.72	127.17	168.68	198.73	+0.9	1.26	187.25	186.87	125.43	164.79	196.38	194.54	123.12	143.28							
Europe (146)	155.72	-0.4	156.31	103.31	139.03	155.72	+0.1	1.11	155.79	155.48	104.29	137.86	156.29	162.80	105.89	107.17							
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## RECRUITMENT

JOBS: Adrian Furnham reports on free-time activities that do not necessarily tell us about interviewees

## Decision makers ride a harder hobby horse

**T**HE myopic, moon-faced executive leans back to absorb the well-prepared lies that he is about to hear after posing the question: "How do you spend your free time?"

It is a common enough interview question, as well as one that usually appears in the application form. It provides a wonderful opportunity, for self-aggrandisement and impression management.

"Crosswords, computers and lacrosse" is meant to indicate "I am literate, numerate and sporty", while "Numismatics and ichthyology" means "I am pretentious, collect coins and have a fish tank". "Train-spotting and fishing" probably means "I am honest". Filling out this section on leisure activities in the job application form is usually pleasurable, but may pose difficulties.

Some people do not have leisure activities in a conventional sense: "pontificating at dinner parties" or "pottering round the house" do not usually qualify. For others work is their passion: Sir Peter Hall, for example, on being asked the question, replied: "Leisure? What need I of other pastimes when I enjoy my work so?" The other concern is being caught out. It is all very well putting down "modern jazz dancing" or "cuckoo-clock-carving" to impress, but what if there is an expert across the table who knows more about the subject than you?

According to Samuel Johnson, "All intellectual improvement arises in leisure", while Disraeli opined that

"Increased means and increased leisure are the two civilisers of man".

Most people seem to think that an individual's choice of leisure pursuits reveals a person's needs, motives or habits. Thus extraverts, it is suggested, choose highly arousing, sociable, varied activities (disco dancing, amateur dramatics), while introverts prefer passive, retiring familiar activities (reading, collecting, computing).

However, this belief overlooks two important points. First, even though one might want to participate in a particular leisure activity (which might or might not reflect one's personality), one may be prevented from doing so by circumstances beyond one's control.

Second, a person's choice of occupation may also reflect needs. Thus those who have high assurance needs may choose the medical profession; those with needs for order and silence, librarianship; the need for avarice may be fulfilled in the City; the need for power in parliament.

To the extent that a person's needs are fulfilled at work, he/she may be less driven to pursue their fulfilment elsewhere, in which case leisure activities might be expected to reflect personality strivings only marginally, if at all.

This notion is implicit in one of two, mutually contradictory, theories of work and leisure.

According to the currently in vogue "compensation theory", the last thing the BL worker wishes to do is to spend the weekend doing mechanical work. But if the "spillover theory" is true, he can't wait to repair his own or his neighbour's car.

Do people in fact spill over or compensate (or neither or both)? I did a little, albeit casual, research on this topic. Taking a fairly recent (1984) copy of *Who's Who*, I examined a semi-random sample of its distinguished decision makers, simply by looking at the entry on the top right of every fifteenth page. Most entrants specify their leisure time pursuits. They differ enormously. Some people use this as a vehicle for further self-aggrandisement: Donald Sinden lists French History and ecclesiology, and Cyril Smith, charitable works. Others show they have a sense of humour: John Cleese lists gluttony and sloth, Frank Muir's is staring silently into space, while Frederick Raphael lists painting things white. The vast majority of entries, however, are curt and factual.

My research (that activity which is simultaneously private, respectable and pointless) showed music to be very popular, but what came out top was gardening.

Why gardening? Gardening for these *Who's Who*s is a private, solo activity. Not for them the bonhomie and camaraderie of the allotment where working-class

men escape their wives and families, and enjoy the odd glass of home-made wine carefully stored in the potting shed.

Gardening for these decision makers is a private, quiet activity away from other people and the drone of the boardroom.

Second, it is physically demanding exercise (in green wellies) that, quite literally, gets one's hands dirty. This is a nice compensation for those whose main exercise is pushing papers from left to right across smooth, well polished oak and leather-topped desks or opening a nice claret. Being physically tired from hard labour is a refreshing change from the exhaustion of a day on a committee or in a plane where they're constrained on movement is itself exhausting.

**G**etting dirty - being "messy" - even more delightfully antithetical to a daily work routine which can be construed as a never-ending battle to impose order on potential chaos, i.e. to combat messiness, a legitimate outlet for what Freud would have termed "anal" impulses.

Third, and perhaps most importantly, gardening offers one the opportunity of activity producing something, and relatively quickly. Decision makers frequently are responsible for galvanising others into action and instigating programmes that

ultimately achieve or produce something. But the time-spans are often excessively long - a bit like being an architect for a never finished cathedral or pyramid.

Sometimes, indeed often, one never sees the product of one's labours.

The Marxist alienation argument may apply here. Like the car worker on the conveyor belt who only screws in the rear parking lights, and never identifies with the completed vehicle that emerges shining and finished at the other end, the decision maker may never identify with, say, the new degree course or the new factory in South East Asia.

Therein lies the advantage of tomato growing. One can buy the seeds, water, weed and fertilise them and, within a relatively short period of time (usually just when those red and round Dutch and Jersey tomatoes are cheapest in the shops), harvest those small, speckled, gnarled objects, proudly displaying them as the centrepiece of a Sunday lunch.

There is one other possibility. Some people garden by planting oaks, by landscaping, by actually changing the environment. Michael Heseltine is one latter-day Capability Brown. For them, gardening is one way of making a lasting contribution to the future, a living monument. Life among the stocks and shares or on committees may provide money, but in many

senses it is utterly ephemeral - merely the creation and circulation of paper. But to plant and tender great trees that will continue to grow and blossom long after one is dead, that has real worth.

But what of the evidence for spillover: the librarian who comes home looking forward to a quiet evening with a book; the car worker who downs tools on his BL plant to take up an identical set to tinker about with his car; the cook who leaves the over-priced health food restaurant to spend an entrained evening at a vegetarian cookery class?

The problem is that, ultimately, one really has no way of knowing which theory is true in any given case. It is a little like resolving the issue of the truthfulness of anomalous proverb: out of sight, out of mind; or absence makes the heart grow fonder. It is quite possible that both are true, but in different circumstances.

What can we conclude from all of this? The "royal road" to understanding other people's personalities is clearly not via an exposure of their leisure activities. The main function of leisure questions on application forms is probably to provide interviewers both with something to talk about when they are at a loss, and with an opportunity for legitimate voyeurism.

So, beware of judging other people on the basis of their leisure activities. Your judgments may reveal more about yourself than about them.

The author is head of the Business Psychology Unit at University College London.

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The individual sought must have a strong academic background, knowledge of European and Canadian corporations and business activities, and must enjoy working in an entrepreneurial environment with other professionals. You should be seeking an opportunity for personal development and recognition within a highly respected firm.

Interested candidates should write, to Michael Herst, enclosing a full Curriculum Vitae and quoting reference MH448.

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EUROPEAN EQUITIES  
INVESTMENT MANAGEMENT

The opportunity for an experienced fund manager to become Head of the European equities desk with a successful pension fund management firm.

The company has grown to become one of the largest fund managers in its market. Its investment performance places it amongst the leaders in its universe and it has achieved this by following a consistent long-term value philosophy.

As Head of the European desk, you will provide leadership to a small team managing equity investments throughout continental Europe. You will be responsible for asset allocation and stock selection in this area. You will also contribute to determining global equity asset allocation policy.

To be a candidate, you should have experience of managing institutional funds

invested in European equities. You should have at least 8 years' professional experience in fund management, predominantly in Europe, and a consistent and superior investment performance record.

The company offers a market competitive salary and benefits package, which will include company car and substantial bonus opportunity. Above all, we offer the opportunity to be part of a successful, well established and growing professional investment company.

To apply, please write with full CV to: John Sears and Associates, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP. Tel: 071-222 7733 or Fax: 071-222 3445.

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# THE INVESTORS CHRONICLE

(part of the Financial Times Group)

## STATISTICIAN

c £15,000 pa

The Investors Chronicle Magazine is seeking to recruit a Statistician for its Editorial Services Department.

Applicants must have a strong interest in the Stockmarket and The City with a knowledge of company accounts. You will be computer literate and numerate, with a flexible, team spirited approach to your work.

Your main duties will include assisting journalists by providing and researching background information for articles and features.

Benefits include: 5 weeks annual leave, LV's, an interest free season ticket loan, subsidised sports facilities and a SAYE scheme.

Please apply in writing enclosing an up-to-date CV to:  
Mr Robert Ansted, Investors Chronicle  
Greystoke Place, Fetter Lane  
London EC4A 1ND

## INVESTORS CHRONICLE

### EQUITY ANALYSTS

A wide range of opportunities currently exist for outstanding Sectoral Specialists for UK and Pan-European coverage as several top houses strive to upgrade their research. Salary range £70K+ dependent on age and experience.

Apply in confidence to Stephen Donnellan on  
071-377 9488 or send a CV to Cambridge Appointments,  
232 Shoreditch High Street, E1 6PJ. Fax: 071-377 0687

## INVESTMENT MANAGEMENT CLIENT SERVICES & SALES

Our client is the investment management subsidiary of a major Bank and has substantial assets under management. Specifically, it has become one of the market leaders in the development of innovative quantitative products for institutional clients, both in the UK and overseas. The company now wishes to appoint two individuals who will make a major contribution to the further growth of the business by marketing to new clients.

### HEAD OF UK CORPORATE PENSION FUND SALES

An Excellent Salary & Benefits Package

The individual will take responsibility for expanding business with UK Corporate Pension Funds by selling and marketing the full range of innovative products direct to pension fund trustees. Emphasis will be placed on both active and passive quantitative techniques as well as other specialist mandates, including asset allocation.

The successful candidate will have some 5-10 years' experience of selling institutional investment products direct to UK clients. An understanding of quantitative techniques will be required, but the candidate must have strong knowledge of Corporate Pension Funds and a successful track record in selling to that market. Importance will be attached to both communication and management skills.

### FIXED INCOME & CURRENCY PRODUCT SALES

An Excellent Salary & Benefits Package

This individual will have joint responsibility for the sales and marketing of active quantitative fixed income and cash/currency products. The client base will be predominantly the insurance market, including Lloyds, Captives and other insurance companies, located in the UK and offshore. The candidate should have the necessary skills to cultivate and exploit the natural source of targets that exists within the wider group structure.

The individual, aged 30+, must have knowledge of the insurance market (including captives/offshore) and a proven record in selling financial products. In particular the candidate must have a thorough understanding of fixed income and cash products, including currencies and derivatives, as well as being familiar with structuring products in the light of clients' tax profiles.

If you wish to pursue either of these opportunities, please write in confidence, enclosing your cv, to Martin Symon at the address below:

Jonathan Wren & Co. Limited, Financial Recruitment Consultants  
No. 1 New Street, London EC2M 4TP Telephone 071-623 1266 Facsimile 071-626 5259

JONATHAN WREN EXECUTIVE

Managing Director

Independent  
Financial Advisers

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Excellent Remuneration

Our client is a dynamic independent financial advisory group with a highly visible presence throughout the UK, providing a full range of life and general insurance products. With the full backing of its parent, a quoted financial services group, the company is uniquely placed to expand and take full advantage of the increasing financial optimism in the UK. The opportunity, of joining as Managing Director, will appeal to an entrepreneurially minded individual who wishes to take full advantage of running an autonomous business. The successful candidate will be expected to lead by example; developing new business and assisting others in expanding their own client bases.

Ideally aged over 35, applicants must have a proven track record, preferably with a life and pensions background or possibly general insurance. Enthusiasm, maturity, management experience and demonstrable sales skills are prerequisites. In addition, the chosen individual should be capable of participating in the development of the group as a whole. The rewards include an attractive remuneration package and the opportunity to grow an existing business into a major force. Career openings within the group as a whole will be limited only by the individuals own ability. Interested candidates should either forward a resume to our London offices or call Robert Walker or Guy Townsend quoting ref: RW 1372.

**WALKER HAMILL**

Executive Selection

29-30 Kingly Street  
London W1R 5LB

Tel: 071 287 6285  
Fax: 071 287 6270

**SIB**

## Cost Benefit Analysis Hazard Identification

- A role in FSA regulation.

The Early Warnings and Cost Benefit Analysis department within the Securities and Investments Board (SIB) is a new department created to look after two distinct areas:

- Early Warnings- helping to identify developments which give rise to serious investor protection concerns;
- Cost Benefit Analysis- providing expertise within SIB to assess the costs and benefits of standards of investor protection and regulation.

A managerial role has arisen with the successful applicant initially assisting with the establishment of the department, thereafter providing support to both areas. As well as assisting with day-to-day business, the individual will be required to manage discrete projects arising in either area.

Candidates are likely to be educated to degree standard, preferably in Economics or a related

subject. They may hold a professional qualification from the legal, accountancy or financial services industry. A City background with familiarity with regulation/compliance issues, and experience of formulating policy/strategy would be ideal. Experience in the application of statistical techniques would also be an advantage.

Applicants should have an excellent knowledge of the FSA framework and a good grasp of investment business in both the capital markets and retail areas. Essential personal qualities include tenacity, adaptability, and the ability to master new briefs quickly.

Interested applicants should in the first instance contact Anna Williams to request an information pack at Michael Page City, Page House, 39-41 Fetter Lane, London WC2B 5LH or call her on 071 831 2000.

Closing date for applications 3 December 1993.

**MP**

Michael Page City

International Recruitment Consultants  
London Paris Amsterdam Düsseldorf Sydney

## SCOTTISH WIDOWS

### INVESTMENT MANAGER, MARKETING

Edinburgh

£Neg

Scottish Widows Investment Management is the fund management arm of Scottish Widows, with assets under management in excess of £21 billion. In line with annual growth and development the group wishes to appoint an experienced fund manager to the role of U.K. investment manager based in Edinburgh.

Reporting to a Senior Investment Director the position will have a dual role, combining the overall responsibility for managing a Global Fund with the proactive marketing of the investment expertise of

the Society with regard to unit linked Life and Pension Products.

The ideal person will be aged 35-45 with at least 10 years investment experience, and willing to spend around 2 days a week out of the office on marketing trips in the UK. Presentation and interpersonal skills are essential in this role.

This is an important appointment within Scottish Widows Investment Management and the level of remuneration will reflect this.

For a confidential discussion, telephone or write with CV quoting Ref: IMM931117 to:  
Ian Wittet or Fred Lawson  
ASA International Ltd, Executive Search and Selection  
63 George Street, Edinburgh EH2 2JG. Tel: 031-226 6222.  
Interviews will be held in London and Scotland.  
Applications sent to the company will be forwarded to ASA International.

ASA International

**ASA**  
INTERNATIONAL

## HEAD OF EXCHANGE TRADED OPTIONS

Excellent Package

Harrison Willis City has been retained exclusively to work on behalf of a major UK Investment Banking Group to locate and hire a Head of Exchange Traded Options Trading.

The position involves the setting up from scratch of an Options Market Making operation on the LIFFE floor as well as an OTC Options Trading operation. The role encompasses the hiring and training of suitable personnel, the design and implementation of systems, the conception and direction of trading strategies and the managing of all traders' risk positions. It also involves the development of new products, the in-house and ongoing education of traders and sales professionals. There is also the opportunity to expand the operation into the United States. As such, you will have a minimum of ten years' experience, be either running an established operation and looking for a new challenge or a current number 2 who is capable of and looking for a management position. A full knowledge and complete understanding of running an options book (OTC and Exchange Traded) through all market conditions is essential, as is a comprehensive product knowledge (ie Fixed Income, Equity and Currency Options). Previous trading experience on the CBOE would be preferable.

You will be educated to graduate level, preferably with a mathematical, science or engineering bias, have excellent interpersonal skills (with the ability to teach) and have excellent systems knowledge coupled with the ability to develop software. For further information, please contact Stuart Norbury, Executive Consultant on 071-629 4463 (Fax: 071-629 3954).

**HARRISON WILLIS CITY**

Cardinal House, 39-40 Abchurch Lane, London EC4N 3DF. Tel: 071-629 4463

## INVESTMENT MANAGEMENT

B.S. Pension Fund Trustee Ltd is the trustee company of British Steel Pension Scheme which has assets in excess of £5 billion.

We are currently seeking two experienced professionals to join the investment team:-

### FIXED INTEREST AND STRATEGY FIXED INCOME FUND MANAGER

Primarily responsible for managing the fixed income and index-linked portfolios totalling in excess of £500 million, the Fixed Income Fund Manager will also be expected to play a major role in investment strategy formulation and the development of asset allocation recommendations. The job however embraces a potentially much wider role including the more quantitative aspects of investment management, the consideration of new investment vehicles, and strategic aspects of pension fund liability matching.

Educated to degree level, applicants should have a proven track record in their specialist areas with at least three years' relevant experience. We are a small team dedicated to investment excellence in which each individual's input makes a significant contribution to performance and is rewarded accordingly. A competitive salary will be paid depending on experience. Please send a full C.V. marked "personal" to:-

Stewart Colley, Director, B.S. Pension Fund Trustee Ltd  
3rd Floor, Radstock House  
5 Eccleston Street, London SW1W 8LX  
Tel No:- 071-730 5256

### UK EQUITIES INVESTMENT ANALYST

The UK Equity portfolio totals approximately £3 billion. Analysts are responsible for researching both large and small companies within a range of sectors, and making timely investment recommendations based on broker's research, independent analysis and direct communication with companies at a senior level. Stock selection skills are paramount as analysts work in close co-operation with the fund managers and are an integral part of the investment process. Candidates should have IIMFI Associate Membership.

**S**

We are looking for an experienced, innovative and highly motivated individual to join Société Générale's Paris based European Securitisation Team.

The successful candidate will work as member of a team focused on developing, marketing and arranging asset backed securitisation transactions for European clients.

### Qualifications

Candidates must have proven asset backed securitisation experience, excellent communication skills (both written and oral) and must be computer literate. They should be native English speakers (fluency in French is a strong preference).

Remuneration will be commensurate with qualifications and experience.

Please reply in confidence enclosing a full CV, quoting Ref. FI 3 to Mes Sylvie MARAIS - Société Générale  
Recruitment for Capital Markets - 49 rue de Provence - 75009 PARIS - FRANCE

**SOCIÉTÉ GÉNÉRALE**

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Competitive  
packageMajor International  
Investment Bank

City

## Closed End Fund Sales

This global institution houses a successful team which is a market leader in the origination, market-making and distribution of closed end funds to institutional and retail clients. Increased demands on this business have created an exciting new opening in sales, best suited to a background in stockbroking, financial product marketing or private client services.

## THE ROLE

- Maintain and expand on an existing franchise with domestic and international financial intermediaries.
- Concentrate on the distribution of primary and secondary market traded closed end funds with increasing involvement in domestic and international new issues.
- Work as part of a small distribution team in a larger integrated group of thirty professionals.

## QUALIFICATIONS

- A successful record of developing and maintaining client relationships and a knowledge of closed end funds are essential.
- The stature and confidence to communicate effectively at senior management level and excellent presentation skills.
- A high level of motivation, combined with a team approach, and the flexibility to cope with a demanding work environment.

London 071 493 1338  
Manchester 061 499 1700

**Selector Europe**  
SPECIALIST SEARCH

Please reply with full details to:  
Selector Europe, Ref: FT0201/121,  
14 Gresham Street, London EC2A 3DF

## Venture Capital Executive

Excellent Package

City

Our client is an integral part of a private investment bank in the City and manages a £50m venture capital fund, recently raised from major institutional investors around the world. The Fund is partially invested and our client is seeking to add one professional to its small team to assist with the investment of the balance of the Fund and the wider development of its business.

## THE POSITION

- ◆ The new recruit will be involved in all aspects of the business - generating and analysing investment opportunities, co-ordinating professional advisers in the due diligence process, monitoring investments made and negotiating on realisations.
- ◆ It is envisaged that the Fund will be invested almost entirely in mature private businesses in the UK with turnovers in the £10m-£100m range; in many instances these companies will have an international dimension.
- ◆ It is expected that the right candidate will be able to make an immediate impact in all areas, and the group's policy is to recruit only those individuals with the potential to become equity partners in the business.

## QUALIFICATIONS

- ◆ We are seeking an entrepreneurial executive who is actively looking to move within or into the venture capital arena, but whose current experience might cover areas as diverse as corporate finance, banking, venture capital itself or wider commercial experience in an industrial concern.
- ◆ Candidates will probably have either an accounting or legal training or an MBA.
- ◆ The chosen person will be a self-starter and a good team member with the drive and commitment to succeed in a challenging environment.
- ◆ The preferred age range is late 20's to early 30's. Only those candidates with demonstrable track records of excellence in their chosen fields should apply.

Please send full cv, stating salary, Ref LM4658  
NBS, 54 Jermyn Street, London SW1Y 6LX



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**CJA**

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Excellent career prospects with one of the world's most respected financial institutions

CJRA

## EUROPEAN EQUITIES SALES AND SALES TRADING

CITY

Generous Salaries  
and Banking Benefits

MAJOR INTERNATIONAL BANK, A PRIME NAME IN THE MARKET

We invite applications from candidates, who should have significant background and experience in equity sales/sales trading although a background in related areas would be considered. As part of its plan to expand its current sales and sales trading activities in European equities, you, as the selected candidates, will report to the Head of Sales and be responsible for major institutional clients and for relationships with institutional clients, dealing desks and other professionals. Knowledge of a second European language will be an advantage. Essential qualities are to be self motivated, results orientated and to be a strong team player. Initial salaries will be negotiable and a full range of banking benefits will be given. For these appointments we are keen to hear from candidates in strict confidence, in writing, quoting reference number EE25097/FT, when your reply will be forwarded unopened to our client unless you list companies to which they should not be sent in a covering letter marked for the attention of the Security Manager: CJRA.

Opportunity for young ambitious bankers to develop their potential in Specialised Financing

CJA

## SPECIALISED FINANCING - ACCOUNT OFFICER

CITY

£24,000-£27,000 + Bonus  
+ Mortgage Subsidy

MAJOR EUROPEAN INTERNATIONAL BANK - ASSETS IN EXCESS OF £130 BILLION

We invite applications from graduates with a numerate degree and ACIB (or part), aged 23-26, with 2-4 years corporate lending experience with a leading UK, European or US house. This experience will have been gained in a marketing support/junior account officer role and include credit analysis, spreadsheet modelling and loan proposals; also, although not essential, as training will be given, some exposure to documentation, structuring and origination will be an advantage. This is a rare chance to join a successful, expanding and closely knit team involved in the MBO, acquisition and structured debt market. You will initially share responsibility for a small portfolio with direct access to senior officers of client companies and, in due course, you will work on new transactions as part of the team. Essential qualities are a quick mind, hardwork, plus a strong and confident personality. Initial salary negotiable £24,000-£27,000 plus bonus, subsidised mortgage, non-contributory pension and free health scheme. Applications in strict confidence under reference SF4928/FT to the Managing Director: CJA.

## Client Administrator

J.P. Morgan Investment Management Inc. is a leading investment institution with assets of some \$40 billion under management. They are seeking to add to their client administration group.

The Group's key function and your role within it, would be to act as the focal point for their clients on all administrative issues from the confirmation of their appointment through the life of the relationship.

The job will involve: reviewing and negotiating client agreements; agreeing and facilitating client requirements; and acting as liaison between other Morgan departments and offices and their clients.

The ideal candidate, preferably a graduate, must be self motivated, resourceful, able to work well under pressure and demonstrate highly developed interpersonal skills. Attention to detail and accuracy are important. Previous experience in the securities industry, probably in a role involving client contact at senior levels, is essential. The position offers a generous salary and benefits package and excellent career prospects.

J.P. Morgan Investment Management Inc. is an equal opportunity employer.

Interested applicants should write with their cv, in confidence, to Helen Highet at  
Jonathan Wren & Co. Limited, No.1 New Street, London EC2M 4TP Tel. 071-623 1266 Fax 071-626 5259

**JPMorgan**

## DEBT ARBITRAGE AND TRADING

Russia and Eastern Europe

Morgan Grenfell Debt Arbitrage and Trading is seeking to recruit a London based executive to join its expanding Russian and Eastern European team which is a market leader in trading and structuring transactions using discounted debt.

The position will require the successful candidate to identify and develop business opportunities in Russia and other Eastern European countries including Poland, Bulgaria and the former Yugoslavia.

Applicants for this position should be graduates with experience of western banking practices and a good understanding of the Russian financial system.

Prior experience of trading debt and structuring transactions using discounted debt is required. Experience of transacting banking business in Russia would be advantageous. We would expect that only those fluent in English and with a good working knowledge of Russian would be capable of dealing with the challenges of business development, negotiation and documentation that this position requires.

There is an attractive remuneration and benefits package.

Please write, giving full career details to:  
Mark Heyes, Morgan Grenfell & Co. Limited,  
23 Great Winchester Street, London EC2P 2AX

**MORGAN  
GRENFELL**

## Major European Bank Manager - Credit Department

London

This highly regarded, profitable European bank has an excellent reputation for stability, strength and quality of service. It has a substantial branch network in Europe and overseas, including a large office in London. The bank's strong credit rating gives it a competitive advantage in building relationships with UK clients, to whom it provides the full range of corporate banking and treasury services.

Following the promotion of the current incumbent, we have been retained to find a well qualified and experienced replacement as Manager of the UK Credit Department.

Reporting to the General Manager, the appointed candidate will manage a highly professional team responsible for all aspects of credit analysis, documentation and administration. He/she will work closely with the Head of Corporate Banking and the Head Office Credit Control Department, ensuring smooth and efficient work flow.

**GKRS**

SEARCH &amp; SELECTION

CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TELEPHONE: 071 287 2820  
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To £55,000 + Banking Benefits

Candidates for this exciting, high profile role will have at least five years' credit experience, including formal credit training. Strong people management, organisational and interpersonal skills should be supplemented by excellent technical skills and a rigorous approach to credit control. Knowledge of the German language would be advantageous. Career development prospects within this major group - both in the UK and internationally - are excellent, so candidates must demonstrate the potential for further promotion.

In addition to the advertised salary, the competitive remuneration package includes a performance-related bonus, subsidised mortgage, car, non-contributory pension scheme and other benefits.

Please send a full CV in confidence to GKRS at the address below quoting reference number 244J on both letter and envelope, and including details of current remuneration.

## European Treasury Audit

London Based

c.£50,000 + banking benefits

Our client is a global leader in financial markets trading, operating in all major centres. A complete range of corporate and consumer products is also offered.

The London based Treasury Audit Team enjoys an excellent reputation for the quality of its work and an in depth understanding of financial market products. Covering Europe, key business areas include foreign exchange and a rapidly expanding range of derivative products.

The preferred candidate will be currently working in a financial markets environment, although not necessarily in an accounting or auditing role. A proven grasp of financial instruments, a clear understanding of the evolving role of audit and first class

communication skills are essential requirements for this high profile role.

Career development opportunities are varied, ranging from specialist support, risk management to trading. Such rotations have resulted in the need to recruit at this time.

Your skills and innovative approach will be rewarded with a highly attractive career opportunity and an excellent benefits package.

Please send your curriculum vitae and current salary details to Nicolas Mabin, Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NH, quoting ref: NM491 (Tel: 071-931 1178).

**ERNST & YOUNG**

## ALBERT E SHARP FAR EASTERN FUND MANAGER

Albert E Sharp is one of the largest wholly independent Stockbrokers in the UK with offices in Birmingham, London, Bristol and Manchester. The firm has over 350 employees.

Due to the rapid expansion of its International Fund Management activities, we are exclusively retained to recruit an executive to take up the position of Far Eastern Fund Manager. The successful candidate is likely to be professionally qualified with at least six years experience in managing Far Eastern investments and with the ability to assume immediate responsibility.

Our client is seeking to appoint an individual of the highest calibre and a competitive package will be offered.

Please reply in strictest confidence to:

Marise I Palmer  
Wrightson Wood  
63 Duke Street  
London W1M 5DH

**FINANCIAL TIMES**  
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## FIELD SALES REPRESENTATIVE

Salary negotiable plus benefits

The Financial Times is a highly respected international newspaper with a reputation gained from the quality and integrity of its editorial coverage.

The Classified Advertisement Department has proved hugely successful in many areas, including Appointments, Business to Business, Residential and Commercial Property, and Travel. As part of our business expansion plans we are now seeking a talented individual educated to at least 'A' level standard who is motivated enough to sell in any one of the aforementioned categories.

The position will include selling to new and existing clients and their agencies all over the UK, both by telephone and face to face.

This will be an extremely challenging position, therefore the successful candidate must be highly organised, capable of working under pressure, possess excellent communication skills and be able to work as part of a team and to a competitive fast moving marketplace.

Please write with CV and covering letter to explain why you should be the successful candidate to:

Claire Broughan  
Classified Advertisement Sales Manager  
The Financial Times  
Number One Southwark Bridge  
London EC1 9HL

Closing date: 26 November 1993.  
No Agencies.



## TREASURER SALARY PACKAGE C £35k

The North of England Building Society, twentieth in asset size but seventh in performance ranking (as compiled by an Independent City Analyst) seeks a Treasurer to strengthen its Finance Senior Management team. The key accountabilities will be to plan and execute the Society's liquid asset and wholesale funding strategies, develop balance sheet risk measurement processes and to manage the execution of appropriate hedging strategies. The job holder will be a key member of ALCO, knowledgeable about building society operations with an ability to communicate not only within the Society but also with senior executives of City institutions. He or she will need to demonstrate clear leadership and motivation in a fast changing competitive environment.

In addition to at least three years experience in a specialised banking or building society treasury environment the job holder should be educated to degree/professional qualification standard, such a qualification being either of one of the recognised accounting bodies or the Association of Corporate Treasurers (by examination).

The Society is shortly to relocate to modern office premises on the outskirts of Sunderland. An appropriate salary package will be offered to the successful applicant to include relocation expenses, subsidised mortgage, Private Health Care, Pension and Assurance schemes as well as a company car.

Applicants should send a copy of their C.V. with a covering letter in the first instance. Initial interviews will be conducted in Sunderland or London to suit applicants, whilst final interviews will be in Sunderland. The closing date for applications is 30th November 1993 and they should be addressed to:

Gordon Meek F.R.S.M.,  
Head of Personnel Services,  
North of England Building Society,  
Pierhead Street,  
Sunderland, SR1 1SA.



## PARIBAS LIMITED

### BANKING ASSOCIATES

Banque Paribas is a leading international wholesale banking group operating in nearly 60 countries. Its four core activities comprise: capital markets, corporate banking, advisory services and asset management.

Paribas operations in the UK form the largest presence outside France and their contribution to Paribas' global presence is of great importance to the Group. Due to the continued expansion of our London office we are currently looking to recruit a number of high calibre Associates to join our Corporate Banking, Investment Banking and Advisory Services divisions.

The three business divisions now require an influx of new Associates to strengthen their analytical teams and to provide a reservoir of future marketing officers. We are therefore looking to hire a number of Associates with the following skills:

- Excellent educational qualifications, with a minimum of a 2:1 first degree.

- At least 2 years professional experience gained within a credit analysis, corporate finance or investment banking environment. Alternatively, you could be a recently qualified ACA.
- First class analytical and interpersonal skills, together with good PC literacy.
- Fluency in any European language would also be advantageous.

We require candidates who can hit the ground running and rapidly become effective team members.

The salary packages will reflect the importance of these positions and will be commensurate with your experience.

If you fit the above criteria, and believe that you can succeed in this challenging environment, please contact our retained advisor JON VONK on 071-408 1312 or 071-720 1527 evenings/weekends at MARKS, SATTIN, Financial Recruitment Consultants, 18 Hanover Street, London W1R 9HG

## MERIDIAN

### TRADER - CONVERTIBLE BOND DEPARTMENT (Equities division)

Our client's London office is looking to fill this senior position and we require an individual who is highly experienced in the structuring, marketing, management and execution of equity transactions, including equity linked debt, synthetic securities and re-packaging.

Potential candidates will be expected to demonstrate familiarity with recent advances in the US and European Markets in the fields of equity, finance, swaps and derivatives, both public and OTC transactions, together with some background or experience in risk management and the trading of futures and options. An understanding of fixed income derivatives and/or asset swaps would also be an advantage.

Candidates should have a minimum of 5 years' experience in banking with at least one year at the rank of Vice President or other senior management level, together with a proven track record in the convertible bond market, and an ability to interact successfully with sales trading and banking personnel in a senior capacity as the successful candidate will be required to act as a senior representative of the bank's expanding efforts in this area. The ability to build a global team of professionals dedicated to servicing worldwide the bank's growing needs in structuring and origination is essential, as is the willingness to relocate in a foreign financial centre if necessary to strengthen the distribution of cross border equity products.

An extremely attractive salary and benefits package will be offered to the right candidate.

Please apply in writing to: Emily Aldrich, Meridian, Museum House,  
25 Museum Street, London WC1A 1JT

Closing date for applications 26/11/93

RECRUITMENT CONSULTANTS



### UNION BANK OF FINLAND LONDON BRANCH MONEY MARKET

Expansion within the Dealing Room of London Branch requires the appointment of two money market dealers to complement a highly successful team.

#### DEUTSCHE MARK DEALER US DOLLAR DEALER

Both positions require individuals with specific knowledge and working experience of dealing with all short term instruments in the respective currency. While the emphasis will be off-balance sheet, creative management of the cash book will be an integral part of the function. This will include the use of futures, short term Interest Rate Swaps, arbitrage, F.R.A.'s and interest rate options.

Candidates will ideally have at least five years experience, a proven successful track record and be in their late twenties to early thirties.

The remuneration package will be competitive and accompanied by the usual range of fringe benefits.

In the first instance, written applications in confidence to:

David Britton, International Treasurer, Union Bank of Finland,  
46 Canon Street, London EC4N 6JJ.

## SENIOR QUANTITATIVE ANALYST

FRANKFURT

Leading  
Global  
Bank

Our client, a world leading bank with excellent European Capital Markets Coverage, is looking to further enhance Quantitative Analysis and Strategic Services for their Pan European Investor base.

This position requires a seasoned Capital Markets Quantitative Analyst, who will apply his/her expertise to the shaping of the Equity Products Group before contributing to the Fixed Income Division.

This initiative will require a dedicated professional with the developed methodology and a reputation based on past performance and success.

It is essential that the candidate has the ambition and motivation to structure a team that will take the bank's Quantitative Analysis and Strategic Services into the next century.

Although the initial location is Frankfurt, German language skill is not required as research is conducted and published in English.

Remuneration will be commensurate with the vital importance of this position to the bank's strategic development. An attractive package will include excellent salary, bonus, banking benefits and relocation expenses.

Enquires in confidence to Philip Davidson at Nicholson International  
(Search & Selection), Holzhausen Straße 44, 60322 Frankfurt Main, Germany:  
fax no: (069) 596 3375; or to Matthew Hill at Nicholson International,  
Africa House, 64 - 78 Kingsway, London WC2B 6AH, England: fax no: (071) 404 8128. Alternatively call first for an initial discussion on (069) 59 80 39  
for Philip Davidson or (071) 404 5501 for Matthew Hill.



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France Italy Holland Spain UK Belgium Turkey Poland Czech Republic

### Global Money Markets Economist £30-50k

Outstanding opportunity for an ambitious economist to apply wide-ranging analysis in support of proprietary trading decision-making.

The successful candidate will form the next stage in the evolution of a small team focused entirely on assisting in the formation of trading strategies for our Global Money Markets group. The ability to provide accurate and timely analysis in a very pressurised environment is essential. Verbal and written communication of material must be confident and decisive. Although London based, your analysis will be equally weighted to serving our centres in the Far East, New York and Europe.

Ideally you will have had at least 2 years experience gained within the City or a Government institution. High performance will be demanded and rewarded through discretionary bonuses and our flexible approach to remuneration and career progression.

Please send full CV and covering letter to:

Rosena Spence, Personnel Manager  
Barclays Global Money Markets, Murray House,  
1 Royal Mint Court, London EC3N 4HH

Barclays Global  
Money Markets

### £13,500 + BONUS INVESTMENT MANAGEMENT

Two numerate graduates required by U.S. investment manager. Entry level candidates will support day-to-day portfolio management operations including trade settlements, performance calculations and client assistance. Non-smokers please. Send curriculum vitae with telephone number to:

Ameride Advisors (UK) Limited  
17a Cannon Street  
London W1Y 7PE

### Fixed Income Salesperson Tokyo

A leading US securities firm in Tokyo requires qualified bilingual personnel (English/Japanese) with at least 3 years fixed income sales experience in Tokyo. Excellent working conditions.

Call OIC (Executive Search)  
81-3-3561-6411  
or fax CV to  
81-3-3561-6540

## Credit Analysis - Risk Management Major International Bank

Competitive Salary + Banking Benefits

City Based

ING Bank is part of one of Europe's major financial institutions (ING Group), which has over 60 offices worldwide. ING Bank has well established operations in International Treasury & Capital Markets, Corporate Banking, Private Banking, Emerging Markets Banking and Asset Management.

As part of the continuing expansion of our London operations, we are seeking a Credit Analyst with a minimum of 3 years proven analysis experience gained within a major City-based banking institution. The position will involve the detailed analysis of corporates, counterparties and complex, structured transactions, with a view to producing credit applications in conjunction with the commercial areas of the Bank. Candidates will be expected to carry out industry analyses and comparisons as required.

The ability to use Lotus 123 and Wordperfect 5.1 will be especially useful as the role involves considerable use of PCs.

The successful candidate will be educated to at least 'A'-Level standard and be highly motivated with the potential for further career enhancement. A relevant professional qualification would also be an advantage.

If you feel that your skills and experience match the above, please write in confidence with a full CV, outlining current salary details to:

Lindsey Claydon, Assistant Manager Personnel,  
Internationale Nederlanden Bank NV,  
2 Copthall Avenue, London EC2R 7BD.

Applications to arrive by Monday 29 November 1993.

## ING BANK

### CREDIT ANALYSTS

£30-60,000 + Bonus + M/S + Banking Benefits

Banks/Other Financial Institutions and Corporates in United Kingdom, Scandinavia, Germany, France, Italy and Spain

1993 has brought to Jonathan Wren Executive a burst of exclusive assignments from major client banks, who require experienced senior, junior analysts and credit managers who are ready for that vital next career move. We are especially interested in candidates who can demonstrate particular credit experience and skills in corporate credit, bank analysis and analysis of other financial institutions including insurance companies, funds, etc. If you are a graduate with formal credit training, knowledge of capital markets, derivatives, treasury products or corporate finance, project finance, ratings advisory and you are currently working for a major bank, either on a trading floor or for origination units....

Send detailed CV to Ron Bradley Executive Recruitment Consultant.

Jonathan Wren & Co. Limited, Financial Recruitment Consultants  
No. 1 New Street, London EC4M 4TP Telephone 071-625 1266 Facsimile 071-626 5259

JONATHAN WREN EXECUTIVE

### SENIOR CURRENCY BROKER

A senior currency option broker is required for a City based company. University degree preferred with five years plus related experience. An established Eastern European account base and a proven ability to expand new accounts in this area are a must. This position comes with an executive salary and benefits.

Please apply enclosing full details of your educational qualifications and previous experience to

PO Box 81907 Financial Times,  
One Southwark Bridge, London SE1 9HL.

### APPOINTMENTS WANTED

#### CONTROLLER

Chartered Accountant, 41, married, English and German, many years experience in Finance & Administration with international corporations, responsible for

- Financial and Management Accounting
- Credit & Collections and Treasury
- Sales Administration
- I.D.P.

Seek Finance & Administration position in Germany with international corporation. Replies are requested under Box 81912, Financial Times, One Southwark Bridge, London SE1 9HL.

Handwritten note: 150



## Major International Bank Fund Managers

25-33

The City

Our Client, the investment arm of a major international bank has considerable funds under management in London and plans to expand this business rapidly.

The London Fund Management operation works in close concert with similar businesses in New York and Tokyo. The London office is responsible for the Global investment effort.

Our Client seeks people of a particularly high energy level who are competent technically and who have good communication skills. In the longer term there will be some exposure to Marketing.

### Fixed Interest

The role envisaged is Global but with product emphasis on the \$US. The skills sought are a combination of cash and bond experience plus the ability to use derivative products. Salary indicator to c.£60,000 plus bonus.

### Equities

The product area will be Europe and the UK. Experience of Europe to date is important, as is exposure to a thorough training in, and awareness of, modern portfolio techniques.

Our Client is advanced technologically and will expect the person concerned to work within a structured framework. Knowledge of derivative products would again be an advantage. Salary indicator to c.£50,000.

In addition to generous salaries, there are merit bonuses, together with normal banking benefits. A high degree of involvement is sought and our client would expect enthusiasm and excellence.

Please contact James D'Arcy, the Company's Advisor in this matter at Overton Shirley & Barry, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Tel: 071-248 0355. Fax: 071-489 1102.

**OVERTON  
SHIRLEY  
& BARRY**

INTERNATIONAL SEARCH AND SELECTION

### GULF-BASED FINANCIAL ORGANIZATION

Invites applications for 2 SENIOR POSITIONS in its Treasury and Investments Department responsible for managing its asset portfolios (Money market & Govt. securities) denominated in US\$, DEM, FRF, GBP and JPY. Applicants must be high calibre treasury professionals with proven experience and track record in the field. Both report to Department's Director.

#### Investment Consultant (Ref. I-01/93)

##### Main duties:

- To advise on the day-to-day treasury operations in the international financial markets, and on investment instruments, currencies, and maturities.
- To coordinate analysis and research work to fine-tune and adapt investment policies, guidelines, and develop implementable plans, strategies, and tactics for the short, medium, and long terms to improve yield.
- To monitor, assess and report views on financial markets and developments and their incidence on the management investment portfolios.
- To supervise the preparation of periodic market comments and reports.

##### Requirements

AGED 40-50. Good command of oral and written English and a Degree in Finance or Business, admin. from a reputable university or must. Extra professional qualification (eg CFA) is desirable. Proficiency in Arabic an edge. Experience: Min. 15 years including min. 5 years in senior related positions.

#### Chief, Studies and bank relations (Ref. I-02/93)

##### Main duties:

- To conduct regular financial markets and trends analysis and to submit reports for day to day decision making purposes.
- To monitor, analyse and report on main economic and financial outlook of the major industrialized economies indicators and currencies, interest rate trends, market expectations, bond market trends, and fixed income strategies.
- To interpret and report on yield curve forecasts and projected total return, and on implications of economic and financial developments on the portfolios.
- To prepare specific research work on means to improve investment policies and guidelines, to establish and foster relationships with banking and financial institutions, and carry out bank evaluations for fixing dealing limits.

##### Requirements

AGED 35-45. Writing ability in both Arabic and English and a Degree in Finance, Business administration, or Economics from a reputable university or must. Extra professional qualification (eg CFA) is desirable. Experience: Min. 10 years including min. 5 years in senior related positions.

For both positions attractive package of tax free salary and expat. fringe benefits is offered. Send detailed Resumes in confidentiality with Ref. No. on envelope to: The Personnel Manager, P.O. Box 71401, Abu Dhabi, United Arab Emirates.



### MONEY BROKING - LUXEMBOURG

A major expansion programme by PREBON YAMANE (LUXEMBOURG) SA, established in Luxembourg for over 20 years, and a member of the PREBON YAMANE international money and securities broking group, has led to attractive career opportunities for experienced brokers/principals who are interested in a rare opportunity to join a highly professional money broking team in the heart of Europe.

#### FOREIGN EXCHANGE

With a well established reputation in Scandinavian currency forwards, rapid expansion is currently taking place in non-Scandinavian currency forwards. Experienced dealers (2/3 years minimum) are invited to participate in this major development.

#### CAPITAL MARKETS/DERIVATIVES

With several years experience as a multicurrency broker in IRS, Swaptions, Caps, Floors, Frs, Cross-currency Swaps, and more recently Interest Rate Bond Options, additional experienced dealers (minimum 2/3 years) are sought to complement this highly motivated and established team.

Excellent terms are available to the right candidates.

Interested parties should write to Michael Young (Managing Director), Peter Svensson (Director, Foreign Exchange), James Egerton (Manager, Capital Markets/Derivatives) at 25, Rue Notre Dame, L-2240, Luxembourg or telephone (352) 229228.

All enquiries will be treated in strictest confidence.

## USA EQUITY ANALYST

With the continued global expansion of this European Investment House, an opportunity now exists for an ambitious team player, of graduate calibre, who can demonstrate a successful track record of between 2 and 5 years analysing both large and medium sized USA Equities.

As part of this small but highly professional team, the selected candidate will be responsible for initiating all the investment decisions, provide in-depth USA Stock analysis and have regular Broker and Client contact. The position will also involve some travel to the USA.

Excellent career prospects and a performance related remuneration package is on offer for the successful candidate. Age 23 - 28.

For further details please call Mike Blundell Jones on 071 404 6292 or write to Absolute Recruitment Ltd., Staple Inn Buildings North, High Holborn, London WC1V 7PZ. Fax: 071 404 6275.

**ABSOLUTE  
RECRUITMENT**

## BEAR STEARNS

### Credit Manager

Bear Stearns, a major United States broker/dealer, seeks a Credit Manager in its Hong Kong office. Responsibilities include assessing counterparty creditworthiness on an on-going basis and acting as liaison between traders and salespeople based in the Far East and credit personnel in New York.

The successful candidate ideally will have 10+ years banking experience in the Far East plus a post-baccalaureate degree in international finance or economics. Specifically, experience with derivative capital markets products is required. Excellent English communications skills are essential, and other language abilities would be considered a valuable asset.

Bear Stearns offers a competitive compensation and benefits package. Interested candidates should send their c.v. and remuneration requirements in confidence to:

Mrs. Lois S. Pine  
Managing Director  
Bear Stearns & Co. Inc.  
245 Park Avenue  
New York, New York 10167

Equal Opportunity Employer M/F

### TRADE FINANCE - FORFAITING

The rapidly expanding merchant banking subsidiary of a long established and highly profitable international banking group requires additional senior trade finance executives to strengthen the existing team.

Based in London, but linking to with an office in Hong Kong, applicants will be expected to demonstrate acute market awareness, as well as excellent business development and management skills.

Thorough experience in all aspects of trade financing, but particularly in forfaiting, is essential and additional languages would be an advantage.

Ambitious, highly motivated, lateral thinker able to play leading role in developing the existing business to the next level.

Highly attractive remuneration package to include full banking benefits available for the right candidates. Team move considered.

Please reply in strictest confidence to PO Box No B1909, Financial Times, One Southwark Bridge, London SE1 9HL.



### The London School of Economics and Political Science LSE Foundation ASSISTANT DIRECTOR - FUNDRAISING

The LSE Foundation was established in January 1993 as the LSE's permanent development arm. It is preparing a fundraising campaign, 'The Second Century Campaign', with a provisional target of £40 million, and with the aim of safeguarding and developing the School's high international standing as a leading educational and intellectual institution.

A senior fundraiser, with experience, flair, and a proven record of achievement, is sought to lead and coordinate the fundraising team, currently five strong. Motivational and management skills are essential to the post as well as personal skills and qualities. Responsibility for one area of major gifts fundraising will form an essential aspect of the post.

The successful applicant will be an integral part of the senior management team, reporting directly to the Director of the LSE Foundation.

A top salary is offered commensurate with experience and achievement. Please apply for further particulars to the Staffing Office, London School of Economics and Political Science (Houghton Street), London WC2A 2AE. Applicants are welcome, without obligation, to enclose a CV at this stage.

Closing date for applications is 6 December 1993.

### INSTITUTIONAL DEALERS DUBLIN

A new Venture with Institutional backing based in Dublin, requires proven and experienced Institutional salesperson. The remuneration package available to the successful candidates is substantial.

Please apply by writing to:

Box B1906, Financial Times,  
One Southwark Bridge, London SE1 9HL



### CAL FUTURES LIMITED

Are you restricted by large company mentality? If you are looking for a challenging and rewarding career in financial futures, foreign exchange or food management and have a minimum of two years experience, call Mr. Barber on 071-329 3333 or send your curriculum vitae to:

CAL Futures Limited, 162 Queen Victoria Street,  
London EC4V 4BS.

### OIL BROKER

TULLETT & TOKYO INTERNATIONAL SECURITIES LIMITED  
Tullett & Tokyo International Securities Limited is one of the largest interdealer-brokers, with an extensive global network of offices. We seek individuals with good knowledge of the oil industry to join our Commodity Derivatives team.

The ideal candidate should have extensive experience using Oil Derivatives and will be computer literate and numerate. Successful candidates will be good communicators with strong interpersonal skills. Salary and benefits are negotiable. Please apply in writing enclosing full C.V. to:

Douglas Welch, Director  
Tullett & Tokyo International Securities Limited,  
Cable House, 54-62 New Broad Street, London EC2M 1JJ.  
Fax: 071 827 3408.

## PORTFOLIO MANAGEMENT

### Central London Competitive salary + car

A major blue-chip company, our client currently has two opportunities for assistant portfolio managers within its £multi-billion in-house pension fund management team.

#### UK equities

Involved in the active management of part of a £4.5 billion equity portfolio, you will carry out stock selection and contribute to UK sector strategy as well as assist in market forecasts for asset allocation purposes.

Probably in your mid-20s with three years' experience in equity markets, you should possess a sound knowledge of company accounts analysis and equity valuation techniques. Reference: T/5095/FT.

#### Fixed interest

Responsible for the active management of part of a £800 million portfolio covering gilts, sterling bonds, index-linked gilts and international bonds, you will contribute your views on interest rates, currency rates and yield-curve changes. You will also be involved in running the pension fund's short-term money positions and conducting currency transactions to facilitate settlements.

Ideally in your mid-20s with three years' experience of working in fixed-interest markets, you should have sound knowledge of financial economics and bond market practices. Reference: T/5096/FT.

For both positions a degree is desirable preferably with Associate Membership of the IIMR or a similar professional qualification. Ambitious and highly motivated, you must be able to accept high levels of responsibility at an early stage.

In addition to a competitive salary and car, a generous benefits package will be offered.

To apply, please write with cv by 1 December 1993, quoting the appropriate reference, which will be forwarded to our client unopened. Address to our Security Manager if listing companies to whom your application should not be sent.

PA Consulting Group, Advertising and Communications,  
123 Buckingham Palace Road, London SW1W 9SR. Fax: 071-333 5050.

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## CURRENCY/FIXED INCOME DEALER

### INVESTMENT MANAGEMENT

We represent an International Investment House who has some £14bn under management, a substantial proportion in Fixed Income and currency overlay.

Our client is looking for an individual to take responsibility for currency overlay accounts and the execution of trades driven by proprietary trading models. In addition, the individual will be expected to provide and execute speculative currency positions on behalf of the Active Fixed Income Group.

Candidates must have an in-depth knowledge of foreign exchange markets, and have a disciplined approach to the investment process. In addition to 3-5 years trading experience, candidates should have a comprehensive understanding of the Securities and Derivative Markets, and be computer literate.

This challenging and demanding role presents a unique opportunity for an individual, perhaps mid to late 20's, wishing to develop their career in Investment Management.

For a confidential discussion please contact Patrick Morrissey or Tim Sheffield on Telephone: 071-236 2400, Fax: 071-236 0316 or apply in writing to Sheffield-Haworth Limited, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

**SHEFFIELD-HAWORTH**

Consultants in Search and Selection

### FUND MANAGEMENT

We are continuing to see excellent opportunities for high calibre institutional Fund Managers. Our clients are seeking those with expertise in the following markets:

UK EQUITIES  
SE ASIA EQUITIES

EUROPEAN EQUITIES  
EMERGING MARKETS

MULTI-CURRENCY FIXED INCOME

Depending on experience, likely to be a minimum of 3 years, salaries will range from £30,000 to some £60,000 depending on the particular position.

If you are looking to make a career move and would like to discuss these or other opportunities...

... please contact Martin Symon, in strict confidence, at the address below.

Jonathan Wren & Co. Limited, Financial Recruitment Consultants  
No. 1 New Street, London EC2M 4TP Telephone 071-623 1266 Facsimile 071-623 5259

**JONATHAN WREN EXECUTIVE**

### FINANCIAL TIMES/LES ECHOS

## Head of the derivative department of Dresdner Securities Asia

- Development of proprietary trading activities in Japanese derivatives markets. This includes arbitrage trading in equity related instruments (index futures and option, warrant, convertible, cash and carry) and in fixed income instruments (JGB futures and option, swap, cap, floor, JGB, ...).
- Market making activities in basket of equities, warrant, OTC equities derivatives.
- Support of a sale team of equity derivative products.
- Development and management of a team of 15 to 30 people.
- A minimum of 5 years of experience in financial markets is required. The candidate must be experienced in dealing in some of the above mentioned derivative instruments with good track records

in sizeable positions. The candidate must show good managing skills and entrepreneurial spirit. He must have shown a very good ability to monitor risks and report on them on a daily basis.

A high standing university degree or equivalent is required together with the ability to use computers.

In addition to English, the candidate should preferably master a European language (French or German). The knowledge of Japanese is a clear advantage.

Please send your application (handwritten letter, resume and photograph) under ref. Heder to:

Media System  
6 Impasse des Deux Cousins  
75849 Paris Cedex 17  
France

**Dresdner Bank**



## QUANTITATIVE INVESTMENT ANALYST

AN OPPORTUNITY TO IMPLEMENT AND ENHANCE QUANTITATIVE INVESTMENT TECHNIQUES IN AN ACTIVE UK EQUITIES PROCESS

### Competitive Package Career Opportunities

Our client is a well established leading Investment House with a global network. They are seeking to expand their UK equities team by appointing a Quantitative Investment Analyst.

Reporting direct to the Head of UK Equities, your role will encompass all activities relating to the use of quantitative techniques, in the support of the UK active equities process. The opportunity exists to widen this role to develop other analytical and fund management skills. The ability to communicate your ideas effectively and persuasively to other members of the team, is essential.

You should be a graduate with at least three years experience of quantitative analysis gained with an Investment Management or Stock Broking House. You should possess strong IT and analytical skills and have the ability to apply creative thinking within a disciplined investment framework.

For a confidential discussion please contact Patrick Morrissey or Tim Sheffield on Telephone: 071-236 2400, Fax: 071-236 0316 or apply in writing to Sheffield-Haworth Limited, Prince Rupert House, 64 Queen Street, London EC4R 3TE.

### SHEFFIELD-HAWORTH

Consultants in Search and Selection

## Institutional Sales Manager

### Global Investment House

To £45,000 & Excellent Package City

Outstanding, experienced sales person to join small, high calibre team in highly successful investment management business.

#### THE COMPANY

- Leading UK based global investment house.
- Investment management arm is a premier name with strength and depth in product range and performance.
- Culture is client driven and based on long term relationships.

#### THE POSITION

- Senior sales role. Focus on new business development.
- Target pension funds and consultants throughout the UK. Present full range of global investment products.
- Liaise closely with colleagues in marketing and fund management roles.

#### QUALIFICATIONS

- Probably a graduate. Minimum of three years successfully selling investment products to institutional investors.
- Mature, tenacious, disciplined sales style. Team player. Self motivated. Performance driven.
- Ambitious, energetic and credible. Solid technical knowledge of investment.

Please send full cv, stating salary, Ref 1M4112 NBS, 54 Jersey Street, London SW1Y 6LX.



### Forward Dealer £40,000

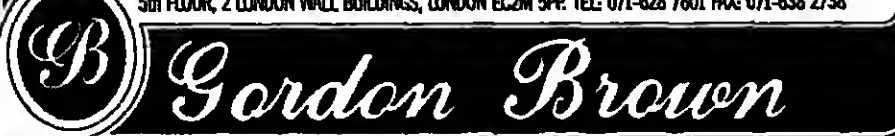
A well regarded European bank have recently retained us to identify a forward dealer. The ideal candidate aged 27-33 will have gained at least three years experience trading forwards (major/cross/EMS etc). A knowledge of other interest rate products would also be well received.

#### Currency Options

**Sales/Trading to £50,000**  
As a result of expansion this prime name international bank currently seeks to recruit individuals for their Currency Options Desk. Applications are invited from individuals aged 25-30 who possess at least eighteen months experience marketing or trading currency options. Whilst Graduates would be preferred, this should not be seen as a prerequisite.

For further details please contact Steve Cartwright.

GORDON BROWN & ASSOCIATES LTD RECRUITMENT CONSULTANTS  
5th FLOOR, 2 LONDON WALL BUILDINGS, LONDON EC2M 4SP. TEL: 071-628 7201 FAX: 071-638 2738



## JOSLIN ROWE

#### DERIVATIVE OPERATIONS

Due to continuing expansion into new products areas the leading investment house is seeking to recruit a highly motivated Derivatives Operations Manager. The successful candidate is likely to be a Graduate with at least five years relevant experience and working with a wide range of products including Swaps, Options, Futures and Repos. Strong team management skills are imperative.

#### QUANTITATIVE ANALYST

Prime UK investment bank seeks an experienced Graduate analyst. Mathematics/Statistics - 12/11 with strong quantitative skills, exposure to yield curve mathematics and an understanding of pricing and valuation techniques. These skills will be utilised to successfully manage risk management techniques and maintain return on capital. At least 2 years' experience in the interest rate market is required.

See details of further vacancies on Reuters page L271

TEL: 071 638 5286 FAX: 071 382 9417

London Road, Victoria Gate, 11th Floor, 11th Floor, 11th Floor, 11th Floor

A MEMBER OF THE JPMORGAN GROUP

### INTERNATIONAL INSTITUTIONAL SALES

Expanding City based brokerage firm requires experienced self-motivated equity salesperson with established client base. Excellent commission terms.

Please send brief details and contact telephone number, in confidence, to:

Box B1890, Financial Times,  
One Southwark Bridge,  
London SE1 9HL

### CORPORATE CONSULTANT

A financial consultancy company providing corporate services to small and medium sized companies is looking for an experienced, person to join them.

The Candidate should have banking experience and be able to work on their own initiative. Attractive package on offer.

Apply in writing: with CV to: Box No B1906,  
Financial Times,  
One Southwark Bridge,  
London SE1 9HL

### APPOINTMENTS WANTED

#### ROMANIA

University graduate, over 10 years experience in treasury operations with both Romanian and UK based banks, fluent in English, Russian and Romanian, seeks position with companies currently expanding in Bucharest, Cluj or Constanta.

Write to Box B1911, Financial Times,  
One Southwark Bridge, London SE1 9HL

### HILL SAMUEL

would like to speak to individuals with financial background/experience with a view to, after suitable training, selling our range of investments and Estate Planning Services to both private and corporate clients. Please write to or phone:

Peter Storer, District Manager,  
29 Queens Avenue, Gals,  
SW18 8BU  
Tel No: 071 799 2223

## QUANTITATIVE INVESTMENT UK EQUITY INDEX FUNDS

### Competitive Package and Rewards

#### The Company

- Respected fund management group
- Market leader in passive and active quantitative portfolios
- Substantial funds under management
- Rapid growth in asset base

#### The Responsibilities

- Management of sizeable UK equity Index Funds
- Portfolio restructuring
- Preparation and execution of UK equity trades
- Relationship development with broker contacts

#### The Candidate

- Graduate, in science related discipline
- 3 years experience of UK equities
- Advanced modelling techniques
- Exposure to portfolio modelling software
- Disciplined and creative

#### The Benefits

- Competitive Package + Benefits
- Meritocratic, developmental environment
- Membership of dynamic team, operating in a growth market

If you are attracted to a creative and innovative approach, please send your details, in confidence, to Martin Symon at the address below.

Jonathan Wren & Co. Limited,  
Financial Recruitment Consultants  
No. 1 New Street, London EC2M 4TP  
Tel: 071-623 1266 Fax: 071-626 5259

JONATHAN WREN EXECUTIVE

## PORTFOLIO ADMINISTRATION MANAGER

### South West London Substantial Package

Our client is the UK, leading subsidiary of one of Europe's largest banking institutions with a strong profile in European vendor programmes.

The main areas of responsibility will include the day to day management of the Administration Department together with the swift and accurate performance of key tasks which encompass:

- all drawdown procedures
- control of terminations
- collection and recovery
- portfolio reporting
- liaison with lessors, lesors, agents and vendors
- internal liaison with Finance, Credit, Marketing and Systems departments

The successful candidate is likely to be under 40 with a record of achievement within the asset finance/leasing industry. You will have strong organisational skills and a thorough knowledge of the systems and procedures involved in this vital role.

### MORGAN CHASE

ASSET FINANCE & LEASING RECRUITMENT CONSULTANTS

Interested candidates should write in confidence to: Matthew Wignall, at Morgan Chase, 114-116 Charing Cross Road, London WC2R 0JF or telephone him on (071) 240 0606.

## Lomar Shipping Ltd

is a London based Shipping Agency group representing the interests of Greek Shipowners in Europe.

Clients of Lomar have recently diversified into non-shipping activities such as citrus plantations in Cuba, concentrated fruit juice factory in Cuba and hotels in central Europe.

An outstanding opportunity exists for an ambitious and financially aware person who has had exposure to venture capital markets. A genuine proven ability to develop credits is essential.

The candidate must have good working knowledge of Western accountancy practices plus trade finance. Travel to Cuba, Russia, Czechoslovakia is involved.

Spanish language is an advantage.

Interested candidates should write directly to:

The Secretary  
Lomar Shipping Ltd  
Berger House  
36-38 Berkeley Square  
London W1X 6DR

#### APPOINTMENTS

#### ADVERTISING

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday

For further information please call:

Gareth Jones on

071 873 3199

Andrew Skarzynski on

071 873 3607

## FUND MANAGER

### European Equities

Our client is a major international investment institution based in the City with substantial funds under management. In order to strengthen their European Equity team they require an additional Fund Manager.

The key task will be to take over the management of a group of pan-European portfolios. Additionally the role will involve having specialist responsibility for specific country coverage including stock selection and contribution to the asset allocation process.

Candidates should be graduates, preferably with a relevant professional qualification and at least three years experience of managing European equities. They should demonstrate a fundamental approach, sound appreciation of economic principles and a good track record in stock selection. Personal qualities will include independence of thought, good oral and written communication skills and the ability to be an effective team member.

The position presents excellent career opportunities within a growing company. Remuneration will be highly competitive by way of salary and generous benefits to include a car and subsidised mortgage. For an initial discussion in confidence please contact us quoting reference 4846 at 20 Courtenay Lane, London EC4R 3TE. Telephone 071-236 7307, or Fax 071-489 1130.

### STEPHENS SELECTION



A PART OF THE STEPHENS GROUP  
London Edinburgh New York Hong Kong

## GLOBAL DERIVATIVES — TRANSACTOR

### Fluent in English and Turkish

Citibank Global Derivatives is a major growth area within Citibank. To further strengthen this team, we are looking for an experienced Transactor to develop our emerging markets derivatives franchise in Turkey. This position is based in our London office.

This challenge centres on marketing Structured Interest Rate and long-term Foreign Exchange Derivatives to clients based in Turkey. You will also act as Citibank's liaison between London and Istanbul/Antara for all Turkish Eurocurrency transactions.

To succeed, you must have at least 4 years' experience in Derivatives, including a proven track record in trading and pricing interest rate and currency swaps, interest rate options and combinations. Educated to First Degree and MBA level, you must have a strong quantitative background. Excellent communication skills must include fluency in Turkish and English. You will need extensive knowledge of Turkish financial markets as well as a broad understanding of companies and their funding/liquidity issues.

Please write, enclosing your c.v. to: Joanne Lee, Human Resources Officer, Citibank NA, PO Box 78, 336 Strand, London WC2R 0LS.

## CITIBANK

We are an equal opportunities employer

## LEASING-ASSET FINANCE

#### SENIOR MARKETING (TAX BASED FINANCE)

Able to source package advice and sell down tax based asset finance deals on a global basis in the £50 million + region. Salary £100,000 + benefits

OB 58

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# Putting finance directors in a larger frame

Geoffrey Owen on why a traditional accountancy background may no longer be enough for a complex job

**N**EW PRESSURES are transforming the finance directors of British companies from aloof and authoritarian figures into executives with different abilities and approaches - and, in the process, raising questions about the traditional dominance of the job by accountants.

One set of pressures is the shifting balance from finance director as controller to businessman, from scorekeeper to commercial operator. Where once there was a specialist field, there are signs that barriers between finance and other parts of the business are breaking down. The finance director is becoming a team player, more a general manager than a technical expert.

On the other hand, recent changes in accounting standards and in corporate governance - partly linked to the Cadbury Report - are re-emphasising the finance director's status as watchdog and corporate policeman. Non-executive directors, newly conscious of their monitoring duties and more visible to the outside world, look to the finance director for technical guidance.

At the same time, some of the activities for which he or she is responsible, such as treasury and foreign exchange, have become much more complicated. The finance director has to have a firm grasp of the sophisticated techniques of risk management.

Another source of pressure, especially for large companies, is the growing emphasis on external communications. While the importance of investor relations is not new, large institutions are probing more deeply into the companies in which they

hold substantial stakes. The finance director is closely involved in maintaining these relationships.

The increasingly demanding nature of the job is one of the themes which emerges from a survey of finance directors carried out by Professor Peter Abell, Mike Grama and myself at the London School of Economics, and sponsored by the Financial Executives Group of the Board for Chartered Accountants in Business.

There is no disagreement about the weight of the job in corporate decision-making. In most companies, the finance director has a closer relationship with the chief executive than any other board member. For investors in a company, the appointment of a new finance director is an important event. For the chief executive, it is vital that the qualifications of the new incumbent should fit the job that needs to be done.

The requirements of the job vary according to the nature of the business. The finance director generally has a larger influence in diversified groups, where he or she provides a counterweight to the heads of the operating companies, than in single-industry businesses where technical and marketing factors are central. There is a difference between the skills needed in a company in the throes of restructuring and those in a more stable environment.

Nevertheless, the survey highlights a move away from a dominant concern with financial reporting and control towards broader business responsibilities. As one respondent put it, the finance director "has to understand the company's strengths and

weaknesses and shift from reporting history to driving the need for change throughout the organisation".

There is stress on the effectiveness of operations in all aspects, with non-financial measures being given greater weight. The director of a German-owned company said German finance directors tend to have a deep understanding of the product and the customer, in contrast to the more detached stance of their traditional British counterparts.

The need for an open, participative style was stressed. The finance director has to "demystify the numbers". With the wider accessibility of management information and the greater autonomy of departmental managers, the finance director "is no longer the sole keeper of knowledge" and "will need the skills of an orchestra conductor or theatre director more than those of a regimental commander".

**T**he five most important skills mentioned for the future were: knowledge of information technology, personnel management, strategic planning, marketing and general management. Experience outside finance was considered important, perhaps essential. "Finance directors are sometimes too remote from the sharp end; a spell in line management has a humbling effect and creates a common bond with colleagues".

A majority agreed that finance directors would become more entrepreneurial. While there were some warning voices, the consensus was that the finance director should not be a technical specialist standing apart from operations, but "a highly

motivated team member dedicated to growing the company".

Given those changes, is accountancy training still the best starting point? Most finance directors of large British companies are chartered accountants by background, but there is concern about the inroads being made by masters of business administration (MBAs) and by other accountancy qualifications.

A majority of the chartered accountant-trained finance directors thought their training was appropriate (though critical of parts of it), but a sizeable minority took a different view. This latter group emphasised the irrelevance of much of their training for the world of business and industry. "Unless the training changes," one respondent said, "chief executives will decide that the key aspects of the job are more closely matched by other qualifications; finance directors will have accountants working for them in the same way as tax or treasury specialists, but the high ground will have been lost to MBAs."

Not surprisingly, some of the MBAs in our survey felt that an accountancy background was irrelevant for a finance director as long as there was a good core of accounting expertise in the finance function. "Accounting skills in the traditional sense represent an increasingly small proportion of the finance director's duties".

On the other side of the fence were the hard-line accountants who saw no merit in MBAs: "The MBA doesn't provide enough training in monitoring and control".

If there was a common strand, it

was the need to combine the best of both worlds. "The accountant's ability to spot inconsistencies in numbers is a vital counterpoint to the MBA's strategic management thinking". "The best route is accountancy plus an MBA, with broad management experience".

Many finance directors who had trained as accountants insisted that their time in the profession had given them a feel for figures, a professional discipline and an objectivity which were immensely valuable.

The sense of many responses was captured by the comment that the "finance director will play a bigger role in managing change, especially by being involved in the restructuring of businesses to make them more flexible and more responsive to customers". To make this contribution, the finance director needed to have an entrepreneurial approach, but without losing the financial control skills which remain at the heart of the job.

The accountancy profession can no longer take it for granted that this watchdog/entrepreneur role is best performed by accountants. If the profession is to maintain its dominance among senior finance directors, it has to take note of the changing nature of the job and, like the finance department itself, open itself out to different skills and disciplines.

*Mr Geoffrey Owen, former editor of the FT, is a programme director at the Centre for Economic Performance, London School of Economics. The report will be available from mid-December from Eversen Wright, Chartered Accountants Hall, Moorgate Place, London EC2P 2BJ.*

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Please send a comprehensive CV to Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester M3 2LF. Tel: 061-839 2000, Fax: 061-839 0064, quoting ref. FT920.A.

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This role represents an opportunity to join a creative and dynamic management team at a crucial period of the company's development. Interested candidates should forward their full career details to Karen Paige, KPMG Selection and Search, Richmond Park House, 15 Pembroke Road, Clifton, Bristol BS8 3BG. Telephone (0272) 484000.

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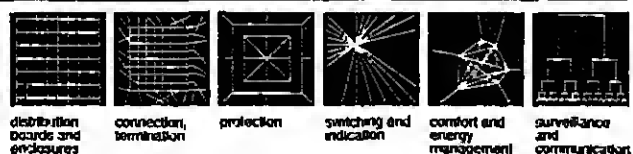
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# UK LEASING AND ASSET FINANCE

Friday November 19 1993

Against a background of continuing low growth, the regulators are posing new pressures on the leasing industry. Also, the government's efforts to lure private finance into public sector projects have not so far borne much fruit, reports Andrew Jack

## Owning 'is not really necessary'

THESE ARE turbulent times for the UK leasing industry, one of the less well understood mechanisms for raising finance. Not only are the effects of the recession fingered, but government and regulators are posing new pressures on the sector.

Leasing's role as a source of financing for assets has long been underplayed. Its origins may be ancient, but it is over the last 30 years that it has developed in the UK on the back of tax allowances for capital investment and the influence of the sector in the US.

It provides an important source of financing for equipment and other assets to supplement the equity markets, as well as loans and internally-generated cash for companies, public sector bodies and the on-profit sector alike.

Leasing contracts are financing everything from office equipment and cars to heavy public infrastructure projects, satellites. But, as Mr Michael Maherley, director for business finance at Lombard North Central, which provides national Westminster services, puts it, "it has a very low profile in the industry."

According to figures from the Finance and Leasing Association, the leading trade body, last year leasing accounted for £11.8bn in financing - or some 27 per cent of all UK investment in equipment.

By total value, it is most dominant in the acquisition of cars, plant and machinery, and computer and office equipment. It also plays a leading and high profile role in aircraft financing, as well as commercial vehicles and property.

Mr Tony Mallin, chairman of the FLA and a vice president of Hambros, says: "Leasing has grown with the realisation that you don't need to own things on your balance sheet to make your business work, that you can separate economic use from economic ownership."

Mr Maherley says: "If we are seen as direct competition with the banks, we have failed. Leasing provides a structured, term facility linked to the working and earning life of an asset. It is tax efficient, competitively priced and shaped around a variety of needs."

recession. "We have seen demand pick up a little during the year," says Mr John Callender, managing director of Barclays Mercantile, optimistically. His view that the worst may be over is shared by others in the sector.

Nevertheless, the FLA's latest figures for the first nine months of 1993 show leasing down by 3 per cent to £5.5bn compared with the same period last year. For September alone, leasing activity amounted to £813m, against £874m in September 1992.

Mr Maherley puts the decline down to the recession, which has powerfully cut back on business investment. While companies may extend existing bank overdrafts during difficult economic times, new investment such as new lease contracts - which the FLA figures highlight - is minimal.

He adds that many lessors were also heavily stung by bad debts, and have tightened up credit controls considerably at the expense of new business.

Meanwhile, the industry is beginning to lose patience with the government's efforts to lure private finance into public sector projects - the so-called private finance initiative announced in the budget last year by Mr Norman Lamont.

Provisional guidelines were issued in May, and there have been meetings with Whitehall officials. This week Mr Kenneth Clarke, his successor as chancellor, affirmed his support for the idea at the Confederation of British Industry's annual conference, and announced a working group to tackle the subject. "You've been hearing about the theory for a year now," he conceded.

So far, little has happened. "It seems to be difficult to get projects up and live," says Mr Mallin. "It is not moving at the rate which was expected. There seems to be a very purist approach by the Treasury."

He highlights the potential in transport and the health care sector, where he believes leasing would be ideal for hospitals seeking to use high-technology diagnostic equipment. There would also be scope among local authorities in waste management and environmental protection.



But objections seem to include the way in which the leases can be accounted for, and a traditional resistance to the erosion of public sector expenditure control and accountability.

More generally, the leasing companies concede that their industry still has something of an image problem, triggered by the high-profile collapses of a number of their peers such as Atlantic Computers, Blackspur and Court Line, as well as

more recently publicity over the financial difficulties at CPA and Tiphook.

Lessors have also suffered particularly bad publicity in the last two years as a result of misrepresentations in the photocopying leasing industry - a subject now under scrutiny by the Office of Fair Trading, which is expected to report back shortly.

"A lot of people still have to overcome a desire to own assets. It is amazing how many feel that owning is really necessary," says Mr Callender.

"The word 'leasing' conjures up unsavoury memories, all tarred with the same brush. Sometimes our reputation is our biggest enemy. We have a responsibility to improve the name and brand image."

Mr Callender adds that the industry is still relatively cumbersome and unresponsive. "We have to get our act together and move towards understanding the customers' needs and being focused less on the technical side."

The FLA has attempted to tackle the criticisms with its own guidelines, notably some issued last year which called for far greater clarity in lease contracts, with the principal conditions prominently displayed to reduce misunderstandings.

It has also held discussions with some of its members to urge them to be responsive to complaints, though it says many calls it receives relate to non-members.

Attention in the industry is currently focused on the outcome of an inquiry by the Office of Fair Trading into extending the requirements of the Consumer Credit Act to small businesses and to financing transactions of up to £30,000.

"We're very keen that the OFT doesn't push government to put any further barriers on business in the small company sector," says Mr Mallin. He argues that changes in the existing regulations are not favoured by these companies and would be "totally misconceived".

The leasing industry's hope is that any such recommendations will be overtaken by another of the government's efforts, the deregulation initiative.

Other concerns for lessors include the threat of new accounting standards that could jeopardise the advantages to companies of being able to keep off-balance sheet many of their leases.

Both the statement of principles and Fred 4, two of the documents issued by the Accounting Standards Board (ASB), threaten to bring back all leases onto the balance sheet, dissolving the distinction between finance and operating leases.

The FLA, by contrast, argues that far more important is addressing the issue of aggressive income recognition in the accounts of lessor companies, which has been responsible for most of the collapses and financial difficulties. The call has been heard with some sympathy by standards-setters, but it could be many months before the ASB squeezes the topics onto its agenda.

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## UK LEASING AND ASSET FINANCE II

UK capital tax breaks are still needed, says Peter Montagnon

## Lots of kick, little start

PRESSURE IS mounting on the UK government to renew the special tax breaks on capital spending announced in last year's public spending statement as part of an effort to boost investment and economic recovery.

The measures include a first-year depreciation allowance of 40 per cent on investment in plant and machinery undertaken in the 12 months to October this year. Thereafter the normal rate of 25 per cent would apply. A similar allowance of 20 per cent instead of the normal 4 per cent was established for spending on industrial buildings. Both measures run out at the end of this month.

The aim was to encourage industry to move investment forward into this period in the hope of additional spending that would help kick-start the economy. But there are strong doubts about how effective the changes have been and such tinkering with the incentives remains highly controversial.

One of the problems is that it is impossible to tell what would have happened if the reduction had not been in place. Some, such as the Confederation of British Industry, argue that investment could have been even lower without the concession. Mr Andrew Dilnot, director of the Institute for Fiscal Studies, argues, though, that the reduced rates "appear to have been a signal failure".

He told a conference on the forthcoming budget organised jointly with Goldman Sachs, the investment bank, that he was opposed to their being renewed. "If we were to do it, the greatest impact would be to give money to large companies who were going to invest anyway, rather than to stimu-

late new investment."

According to the IFS, the incentive to bring investment forward would also be reduced if the higher allowances were extended, because industry would start to think that more generous allowances were a permanent feature of the landscape.

Yet, cancelling the concession has its drawbacks too. According to Mr Sudhir Junankar, deputy director of economics at the CBI, "it would be counter-productive to take it off just when the recovery seems to be under way, when it's more likely to have an effect."

## Perhaps the increased allowances were simply introduced in the wrong year

Indeed the CBI would like to see higher first year capital allowances made permanent. It sees this as a targeted way of promoting investment. As an accompanying measure it would like a 100 per cent capital allowance applied to the first £200,000 of investment which would be a special help for smaller companies.

Such a change would not be an alternative to the more general stimulus of cutting interest rates, Mr Junankar says. That, as well as a determined attempt to cut public spending, is at the top of the CBI's general budget shopping list. But confirmation of a more generous approach to capital allowances is at the top of its list of more focused specific measures.

Not surprisingly, the CBI's approach finds favour with Mr Neil Johnson, director-general

of the Engineering Employers' Federation. His organisation, too, wants increased capital allowances made permanent. "The taxation bias we have against investment is crazy and internationally uncompetitive," he says.

Other countries allow for a shorter payback period in their approach to depreciation and some developing countries target specific industries for assistance, he says.

This approach is markedly different from that underlying the former chancellor Mr Nigel (now Lord) Lawson's reform of corporation tax, launched in 1984. That held that a lower overall rate of corporation tax was more beneficial to industry than specific breaks for individual sectors. Mr Johnson argues that such an approach lacks focus. Everyone benefits, but in relative terms it is of greater advantage to labour intensive service industries and works against the interests of capital intensive manufacturing.

It remains to be seen whether such arguments convince the Treasury to extend the benefit. There has not been much tangible evidence so far that it has stimulated investment. One possible reason cited by the IFS is that most companies finance new investment from retained earnings rather than from borrowed money. The interest on borrowings is tax-deductible, but increased capital allowances do not help in cutting the cost of using internally generated capital.

Admittedly, it is possible that figures for the third quarter of 1993 will show some resurgence as companies rush to beat the eligibility deadline. In that case, there may also

be a risk of the recovery appearing to falter around the turn of the year as investment levels fall back.

It is more likely, though, that increased allowances have failed to stimulate activity primarily because companies simply have not felt particularly inclined to invest much over the past year. Not only is there generally a large surplus of capacity in industry; the course of demand has been difficult to forecast and confidence has been low.

So perhaps the concessions were simply introduced in the wrong year. The experience of 1984-86, when time-limited con-

cessions on capital investment were also in effect, was rather different. The evidence then was that they did stimulate investment, although it is less clear whether this simply involved bringing forward investment that was already planned.

Leaving them in place for another year might finally do the trick, now that confidence is recovering. The flaw in this argument, though, is that it suggests concessions on capital allowances will have an impact only when companies are planning to invest anyway.

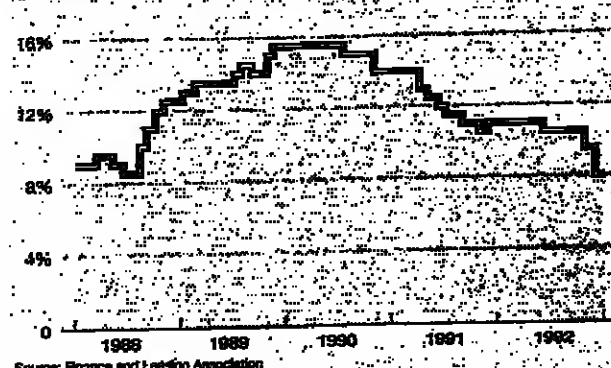
COMPANIES planning acquisitions of new capital items are typically faced with the dilemma of whether to lease an asset or to take out a bank loan and purchase it.

The extra security afforded to a lessor by potential repossession of the leased asset should mean that more favourable terms are on offer than those for a bank loan. In practice, a bank may obtain a charge over a capital item bought through a loan, negating this apparent advantage.

In addition, many leased items depreciate rapidly and provide limited security. "The lessor is taking very little asset risk," says Mr Pareshe Mashru, head of management consultancy Arthur Andersen's asset finance unit. "For that type of lending really what he is doing is taking a credit decision. On the margin the comfort that a leasing company looks for when it leases is not dissimilar to what a bank looks for when it makes a medium-term loan."

In particular, high technol-

Finance house base rate



Source: Finance and Leasing Association

Business finance figures (£m)			
	Jan-Sep 1993	Jan-Sep 1992	Change
TOTAL	9,881	8,400	+15.2%
Leasing	5,555	5,729	-3.0%
Hire purchase	4,326	2,671	+61.6%
Direct finance			
Finance leasing	4,136	4,426	-6.5%
Operating leasing	765	847	-9.7%
Hire purchase	2,370	1,811	+30.9%
Other loans	244	222	+9.9%
Purchase mortgage	68	53	+28.3%
Point of sale	2,307	2,141	+7.7%

Figures have been rounded up or down to nearest million

Source: Finance and Leasing Association

Peter Carty examines a typical dilemma

## Whether to lease, whether to buy

the lessee's credit rating for the item's whole cost.

Although leases sometimes may not offer superior payment terms for rapidly ageing asset categories, this can be more than compensated for by their potential flexibility. The lessee can avoid being lumbered with obsolete equipment by taking out a lease with built-in upgrading clauses.

This facility cannot be so extended through a loan which only enables a one-off purchase - there are some swiftly depreciating capital items which do offer good asset backing, so that leasing should give a marginal advantage. "The average period for leasing cars is just over 30 months. Residual values for cars at three years are typically 35 to 40 per cent of original face value, so there is good

them on to the lessee. This is a permanent source of advantage to some non-profit making organisations such as local authorities.

Leasing can also offer a source of additional funding that may not be available through bank loans. Assets acquired under operating leases can often go on balance sheet so that buy ratios do not deteriorate and banking covenants remain unbreached. The scope of this practice may be soon restricted by the Accounting Standards Board.

Another factor to weigh up in the lease or buy decision are the perks that are often built into the leasing contract. These can include servicing and maintenance. A wider variety tends to be available for computers frequently encompassing installation, training and help lines.

Finding the notional cost within the lease of each extra for comparison purposes can be problematic. "If they're bundled, it's difficult to determine what the individual elements are," says Mr Jones.

Assets with longer lives which are easily removable and re-marketable are commercial vehicles, machine tools, printing presses, agricultural machinery, production lines and aircraft. "If it's a genuine asset-based decision then I think the leasing company might well be cheaper," says Mr Mashru.

A crucial factor in the lease or buy decision is, of course, tax - and in particular, capital allowances. At present many companies emerging from a lengthy recession may not have profits against which to set off capital allowances. "If you don't pay any tax that benefit is just lost to you," says Mr Mashru. A lessor can utilise the allowances and pass

them on to the lessee. This is a permanent source of advantage to some non-profit making organisations such as local authorities. Leasing can also offer a source of additional funding that may not be available through bank loans. Assets acquired under operating leases can often go on balance sheet so that buy ratios do not deteriorate and banking covenants remain unbreached. The scope of this practice may be soon restricted by the Accounting Standards Board. Another factor to weigh up in the lease or buy decision are the perks that are often built into the leasing contract. These can include servicing and maintenance. A wider variety tends to be available for computers frequently encompassing installation, training and help lines.

effective if it's properly managed," comments Mr Mashru, emphasising the importance of laying down clear objectives for the use of instruments.

A disadvantage of leasing is that lessees can lose out on government grants if they do not have legal title to the asset; they may not be eligible for a relevant award, or may not be available to the lessor, so first benefits cannot be passed on.

It is on the spreadsheet that many lease or buy decisions are made. The two common quantitative evaluation techniques both compare the cash flows from alternatives. The net present value (NPV) method involves discounting the flows back to get a measure of money representing value.

Many financial professionals use incorrect discount rates when comparing cash flows.

lent values at the inception of the lease or loan. Under the internal rate of return method (IRR), the discount rate which gives NPVs for each side of zero are compared and ranked.

Occasionally it is not possible to calculate an IRR for some cash flows and others might have more than one IRR. Many companies also find more comfortable with the more intuitive, rather than mathematical, payback method.

"The point about the payback is that you can get a value in today's terms, it gives you a total," comments Mr Jones of Copernicus. "The IRR might be a rate applied to a small amount in which, 'cause the interest element is small, but if you've got a present value you can see that leasing in today's terms costs you, say, £100,000 and buying costs you £105,000."

It may be easier, but many financial professionals use incorrect discount rates when comparing the cash flows. A common error is to insert a before-tax discount rate into the spreadsheet rather than the after-tax rate. "It's amazing how unsophisticated some corporates are, particularly the small to medium-sized," says Mr Mashru.

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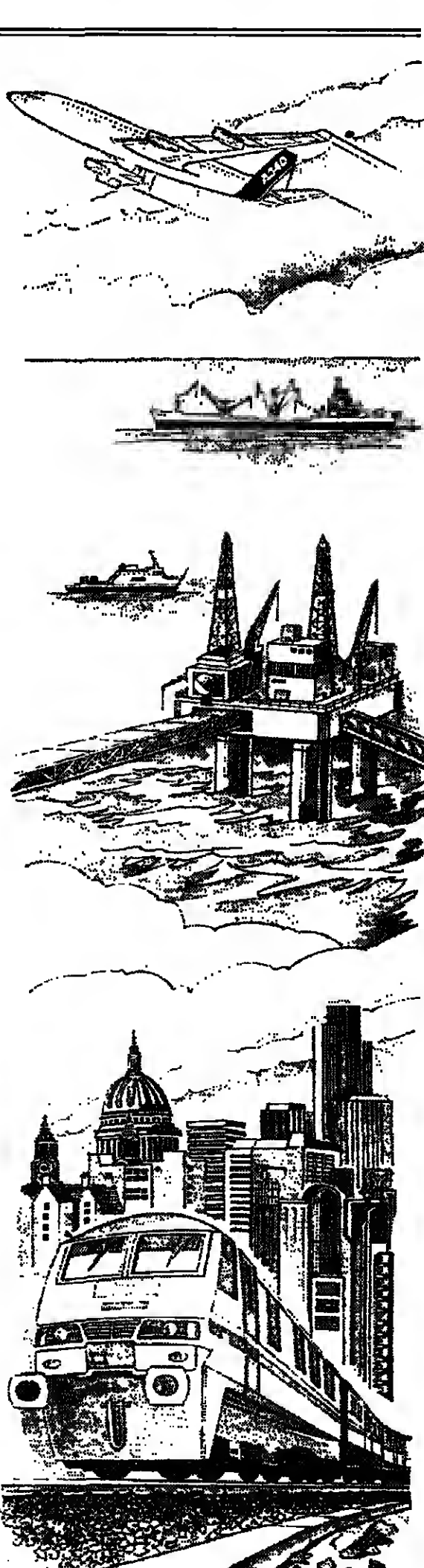
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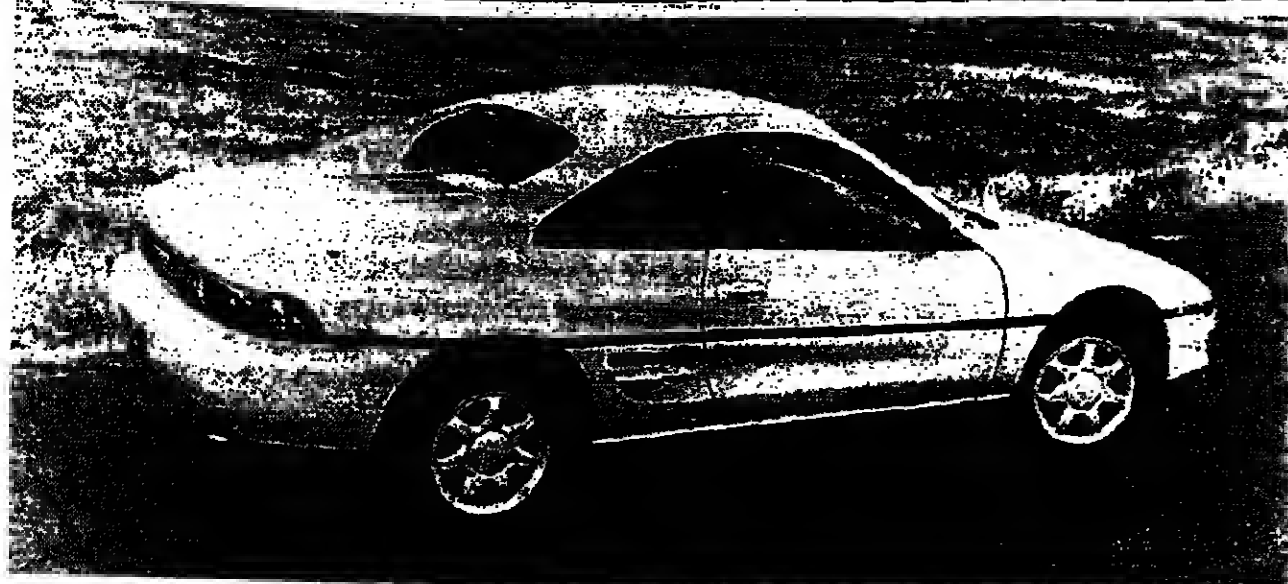


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## UK LEASING AND ASSET FINANCE III



Leasing possibility? The Toyota MR2 mid-engine sports car features four-wheel anti-lock brakes and electro-hydraulic power steering.



If the Mondeo's operating cost - this is the GLX version - is about £4,000, an employee who gives up that benefit for a salary rise may be worse off.

Britain's company car market - the largest in Europe - faces a new tax regime, reports Martin Derrick

## Effects will be hard to predict



The Alfa Romeo 155: it costs less than the Toyota Celica, but it may prove dearer to run.

BRITAIN'S vehicle leasing and contract hire industry, thanks in no small part to the size of the company car market in the UK, is Europe's largest in terms of business volume and most sophisticated in terms of the variety of financial products on offer.

While outright purchase remains the most popular method of acquiring new company vehicles, according to statistics collated in the Monks Partnership Company Car Policy UK 1993 report, nevertheless 11 per cent of new company cars are on finance lease or HP, 18 per cent on contract hire, 6 per cent on contract purchase, and 1 per cent on other methods.

The reasons given by those companies that choose lease purchase, HP or contract hire are chiefly ease of administration, tax advantages and the fact that costs are largely fixed for the duration of the contract, so budgeting is made far more straightforward.

The specialist contract hire and leasing companies also tend to argue that companies, using their services often gain financially, because professional fleet management operations benefit from economies of scale and so can buy vehicles cheaper than individual companies may be able to, can negotiate lower servicing and repair labour rates, and can usually manage to achieve higher prices for the used vehicles at the end of the contract.

However, widespread publicity about the new company car tax regime which comes into play next April - combined

with the increases in personal benefit-in-kind scale rates announced by Mr Norman Lamont when chancellor last April - has prompted renewed debate on the thorny subject of cash v. cars.

The difficulty is that without going in some detail into individual circumstances, it is virtually impossible to generalise as to whether employees would be better off choosing cash instead of a company car. Some will certainly face a hefty tax increase next April - but many more will find they are paying less tax.

To make matters more complicated, there could well be instances - in which an employee may wish to change his car in order to reduce his or her personal tax bill - but that change could end up costing the employer far more.

Cowie Interleasing, the UK's largest company car leasing operator, provides a typical example: A £18,600 Toyota Celica 2.0GT could land its driver with a tax increase of £360 next year, so he may be tempted to choose instead an Alfa Romeo 155 2.5V6 which is over £1,600 cheaper, delivers a comparable performance and, after April 1994, will see a tax reduction of up to £280 a year for the driver.

However, Cowie's figures show that when list price, maintenance, insurance and

other running costs are taken into account, such a move would actually cost the company over 4p a mile more to run the Alfa than the Japanese car - or over £2,500 more if run over three years.

"The responsible fleet manager should always focus on the total running costs of any vehicle," says Mr Neil Pykett, Cowie Interleasing managing director. "There are several models which have an attractive list price and may be the

preferred choice of tax-conscious company car drivers, but these could cost the company dear in the long run."

There are similar difficulties when one begins to discuss the level of cash to compensate an employee for turning in a company car: should the cash alternative be set at the cost to the company of providing the car, or the cost to the employee of providing a similar car privately? Indeed, the two figures can be many thousands

of pounds per year apart.

"Offering a cash option could either cost companies a fortune or leave their drivers, if they take up the option, hopelessly out of pocket," says Mr Geoff Becque, director of Leasecontracts.

He quotes the annual operating cost, including insurance but excluding fuel, of a Ford Mondeo 1.6i LX, at £4,165, on which the typical driver would pay benefit-in-kind tax at the rate of £725 a year.

"But even if the employer paid him £4,165 extra a year (£4,185 less £725 grossed up to a before-tax figure), the employee could not afford the same new car. It is highly unlikely he could obtain insurance as cheaply as under a fleet policy, nor would he benefit from corporate buying and borrowing power, nor professional maintenance and disposal expertise," says Mr Becque.

The British Vehicle Rental

and Leasing Association says there will be no clear advantage in opting for cash instead of a company car unless benefit-in-kind taxation is increased dramatically. It also makes the point that individuals are unlikely to be VAT-registered and so cannot reclaim VAT paid on petrol, spare parts and servicing. In addition, says Mr Terry Nunn, the BVRLA chairman, "the ex-driver of the company car may find the income tax levied on the salary increment may leave him worse off and, more importantly, unable to finance a privately owned replacement vehicle."

However, the leasing industry is taking seriously the potential growth of private purchases by ex-company car owners. Such motor manufacturers as Vauxhall, Ford, Volkswagen and BMW have all launched private leasing schemes during the past year, aimed at keeping the monthly costs of car use at a sensible level. Generally, a deposit is paid and monthly payments are then made for two or three years, after which the driver can return the car, pay an agreed residual value to retain ownership, or change to a new car with adjusted monthly payments.

There is also increasing interest in contract purchase schemes, though, explains Mr

Norman Donkin, until recently chairman of A&T Norfolk Finance and now an adviser to the BVRLA, the advantages are mainly enjoyed by fleet users which are exempt or partly-exempt for VAT purposes, and also for users of cars with a retail price over £12,000 where a proportion of rentals under leases and contract hire agreements is permanently disallowed for tax purposes.

Under contract purchase the user pays instalments to the finance company covering repayment of the capital plus interest followed, at the end of the contract, by a predetermined balloon payment, after which ownership passes to the user.

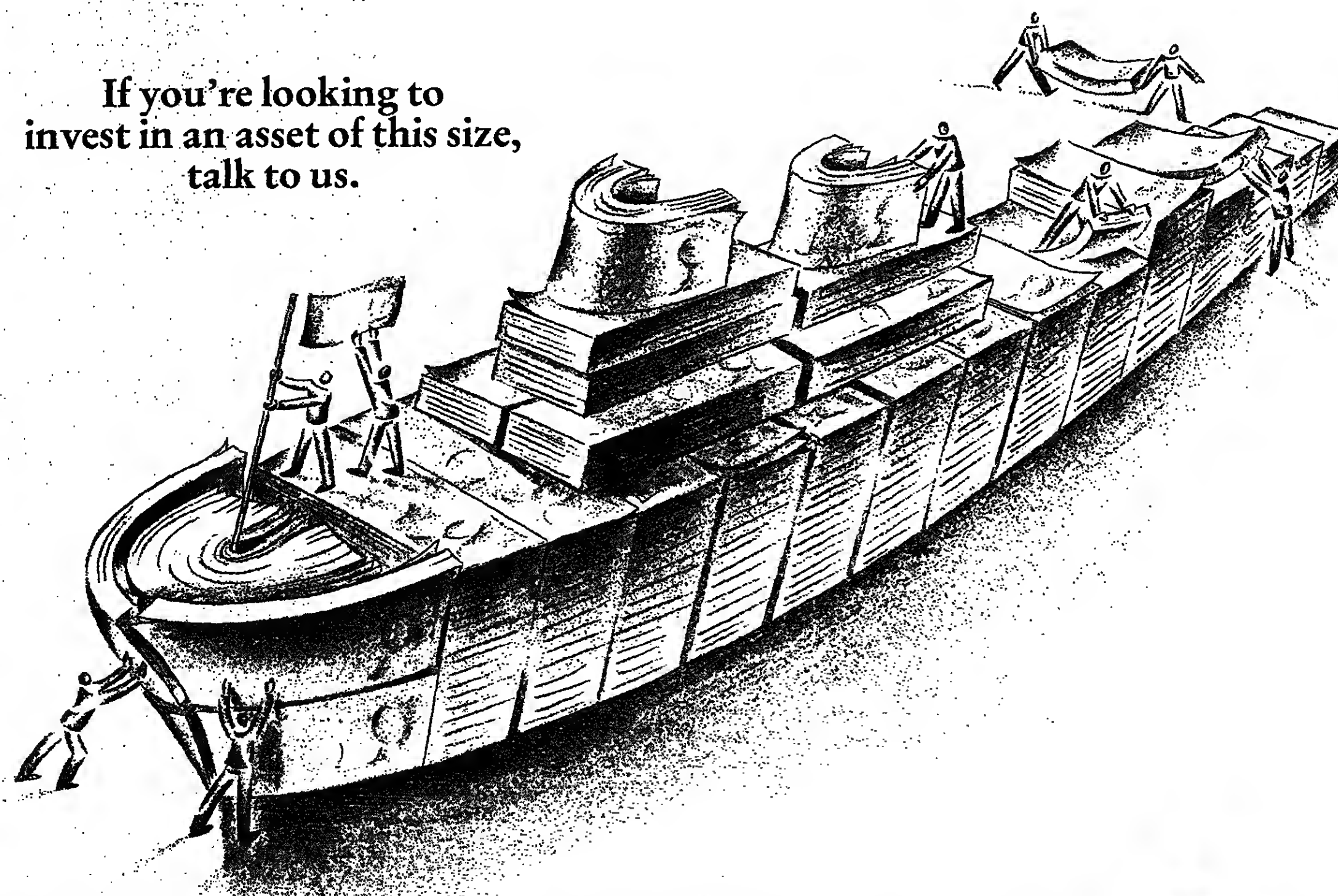
Some companies have also recently launched personal contract purchase products, aimed at individuals whose employers have switched to providing cash allowances in substitution for cars, often made available under arrangements set up in co-operation with the employer, to ease the financial problems of the transition to employee-provided cars.

"The take-up of personal contract purchase facilities has, not surprisingly, been very slow," says Mr Donkin. "For the vast bulk of company car drivers it does not make sound financial sense for cash to be substituted for their cars."

Added to this, few employers are willing to face the substantial cost (grossed up for tax purposes) of ensuring that the driver is no worse off in net-of-tax terms than he was with his company car."

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## UK LEASING AND ASSET FINANCE IV

Andrew Jack looks at prospects for the reform of existing requirements

## Standards give cause for concern

ACCOUNTING STANDARDS may seem abstract and obscure, but to the leasing industry, they could spell life or death. Current reforms under discussion are causing considerable concern within the sector.

The existing standard on leasing is Statement of Standard Accounting Practice 21 (SSAP 21), which was introduced in 1984. It echoed Financial Accounting Standard 13, first issued in the US in the mid-1970s. Pressure for the development of the standard was driven by concerns over financial collapses involving leases in the past.

"Leasing was very much a means of off-balance sheet financing, leaving you with very healthy gearing and disclosure of the commitment in a note to the accounts," says Mr Parash Mashru, a partner with accountants Arthur Andersen in London and head of the firm's asset finance practice.

The standard defined two types of leases: **■ Finance leases**, which were purely financing transactions with contracts at the end of which the lessee had paid for most of the value of the asset. In the lessee's accounts, the asset is treated as a purchase, with the asset shown on the balance sheet, and both the costs of borrowing and the depreciation of the asset shown in the profit and loss account. **■ Operating leases**, which are

allowed to remain off-balance sheet, meaning that the lessee is not required to show any impact in the balance sheet of the lease, but merely has to show a charge to the profit and loss account on servicing it.

As a rule of thumb, both FAS 13 and SSAP 21 drew the distinction between the two types of leases with an illustrative figure that a finance lease was any in which the present value was at least 90 per cent of the asset's fair value - the so-called "90 per cent test".

But the legal and financial industries seized on the figure, and devised mechanisms to ensure that the lease contracts drawn up would be just below the limit. "The industry mustered - especially for big ticket leasing," says Mr Mashru, "investment bankers spent a lot of time engineering leases to be off-balance sheet at 89 per cent. A whole industry grew up doing clever structuring to get what would normally be on, off."

In general, the two accounting requirements of the two types of leases are the inverse or mirror images for the leasing company itself, placing operating leases on and finance leases off-balance sheet as merely income. But similarly complex structures have also evolved so that even the lessor can remove the impact of the lease from the balance sheet.

The strategies used include introducing a third party which also takes part of the

risk. "That keep the lease off-balance sheet of all three parties, so it floats somewhere around between them," says Mr Mashru. "Nobody claims ownership."

Now this cosy two-way split in the accounting standard is under threat - partly because the standards-setters believe this manipulation does not truly reflect the obligations of a company in a variety of financing arrangements. Suddenly there are two principal challenges to the existing structure:

#### This cosy two-way split in the accounting standard is under threat

**■ Financial Reporting Exposure Draft 4 (Fred 4)**, which deals with all off-balance sheet instruments and stresses the importance of recording the true nature of transactions - emphasising a portrayal in companies' accounts of their real economic substance, not simply their legal form. This would destroy the tactic adopted by the avoidance industry in exploiting the 90 per cent test.

**■ The statement of principles**, the basic framework that underlies the new financial reporting standards being developed. This clearly defines the nature of assets and liabilities, which should be adhered

to in all the specific standards that spring from it.

While both specifically exclude leasing, they contradict SSAP 21, raising the argument that the standard will need revision to bring it into line.

That said, the industry has been on considerable notice: the proposals have been around for some time - and represent the evolution of two previous exposure draft standards produced by the old Accounting Standards Committee (ASC).

But the Finance and Leasing Association argues that the changes would be extremely harmful to the industry. Mr Tony Mallin, chairman of the association, says: "Companies will find leases less attractive. They will move to other forms of financing. That will be a negative move."

He also dismisses the focus as "irrelevant", and stresses that there have been no significant leasing scandals related to the off-balance sheet presentation since the collapse of Court Line in the mid 1970s.

Mr Mallin argues that far more important is the need to develop standards on income recognition, to ensure that leasing companies do not recognise profits too early during a leasing contract without adequately assessing the residual value of an asset at the end of a lease.

"Traditionally, companies front-end profits," says Mr

Mashru. "That works in a bull market when there are new leases being arranged. But in a downturn, there is less income and more bad debts."

The FEA argues that it is these issues which have triggered most of the financial collapses and difficulties in recent years such as Atlantic Computers. The association has issued its own guidelines on the topics, urging conservatism.

Mr David Tweedie, chairman of the Accounting Standards Board (ASB), which replaced the ASC three years ago in the UK, acknowledges that SSAP 21 is inadequate. The same message of limitations in their own requirements came from a group of standards-setters from around the world who gathered in London earlier this month.

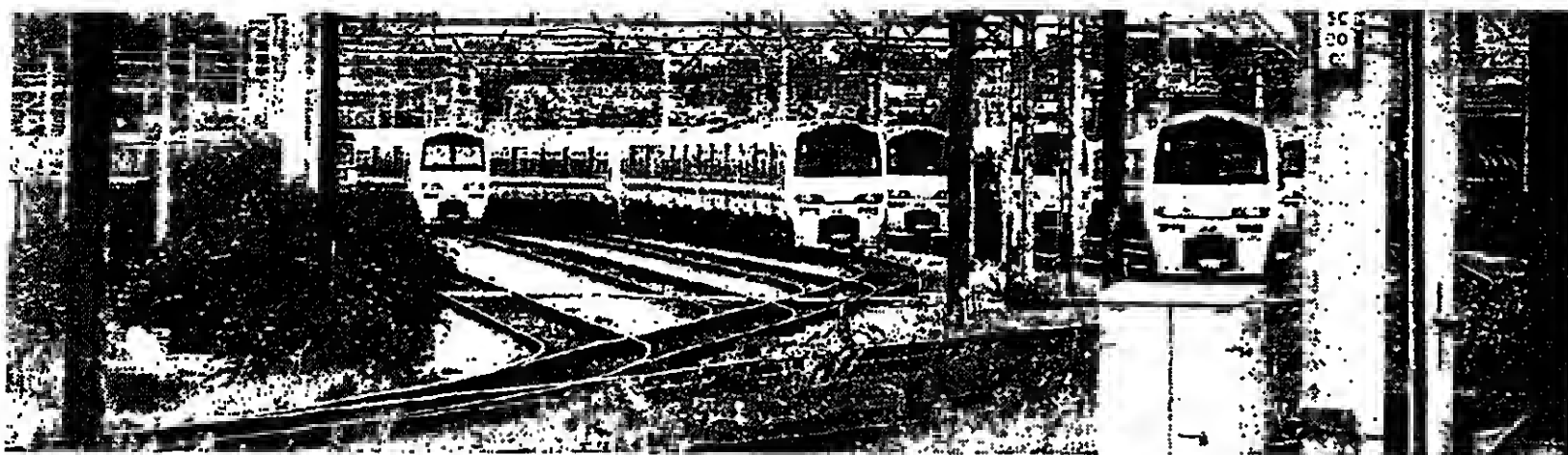
But it is likely to be a number of months before the ASB begins to tackle a project comprehensively to revise SSAP 21. In the meantime, the only prospect of reform is likely to be through a pronouncement from the body's urgent issues task force, which deals with relatively narrowly defined matters of public concern - notably in the abuse of existing standards.

The question is whether the leasing industry can develop proposals on these grounds or will have to wait for more fundamental reform at a time when it can be squeezed into the ASB's current frenetic activity.

## Assets acquired in 1992

By type of asset	
Plant and machinery	2,240
Computer and office equipment	613
Aircraft	410
Ships	790
Commercial vehicles	572
Other	2,152
Railway rolling stock	1,258
Property	
Other	
By type of customer	
Agriculture, forestry and fishing	
Energy and water supply industries	
Extraction of minerals other than fuel; manufacture of metal, mineral products	
Metal goods, engineering and vehicle industries	
Other manufacturing industries	
Construction	
Distribution, hotel and catering	
Transport and communication	
Banking, finance, insurance, business services and leasing	
Central and local government	
Other services	
Leasing (£2,000,000)	

Source: Finance and Leasing Association



Changes to the rail privatisation structure may make rolling stock leasing more attractive. British Rail stock at Stratford station in east London

John Willman looks at the impact on the public sector

## Initiative proves a damp squib

THERE was jubilation in much of the UK leasing industry following the launch in last November's autumn statement of the government's private finance initiative.

The initiative, announced by Mr Norman Lamont, then chancellor, included a series of measures designed to encourage the private sector to finance public expenditure. These included new rules to encourage greater use of leasing by civil service departments, government agencies, nationalised industries and the health service.

Jubilation has been short-lived, however, with little so far to show in the way of new leasing business apart from one large and rather unusual deal involving railway rolling stock. While many in the industry still hope to see big opportunities open up in the public sector, progress so far

has been painfully slow.

Until last year, Treasury accounting rules provided an almost insuperable obstacle to leasing in central government. Apart from property and some specialised leases, the capital value of the asset had to be deducted from the expenditure total of the department or agency in the first year of the lease. Thus, even operating leases offered no significant benefits in smoothing expenditure across the life of the asset.

This contrasted with local government where most councils now finance much of their non-buildings capital expenditure through leasing, according to Mr Andy Thompson, secretary of the Finance and Leasing Association. Local authority leasing of vehicles and other movable equipment accounted for the bulk of the £244m of public sector busi-

ness recorded by the association last year.

The autumn statement offered new hope for leasing in the civil service, health service and nationalised industries. The chancellor opened up the possibility of greater opportunities for the public sector to use leases where they offered the best value for money.

As in the rest of private finance initiative, the key was the transfer of risk. Where the "great majority of the risk" stays with the lessor, only the leasing payments would count against public expenditure allocations.

This ruled out finance leases, as was made clear in a subsequent Treasury note on leasing, issued in May. With access to finance at gilt rates, it will usually be cheaper for central government to finance purchases of capital equipment directly.

However, the potential for converting capital projects into current spending through operating leases could now be explored for public bodies such as the health service and British Rail.

The initial stumbling block had proved to be the requirement for a substantial transfer of risk, according to Mr Thompson. "The government is looking for something extra in the form of residual values or the maintenance of the leased assets," he says.

On assets worth less than £1m, the only requirement imposed by the Treasury is that the lease should count as an operating lease under the relevant accounting standard SSAP 21.

And with assets worth more than £1m but less than £10m, the Treasury has devised a simple rule of thumb for determining whether the great

majority of the risk has been transferred to the lessor. The requirement will have been satisfied if the present value of the lease payments amounts to less than 70 per cent of the value of the assets.

But if this test cannot be satisfied, the Treasury will require convincing that risk has been substantially transferred through a detailed risk analysis. Such an analysis will always be required for assets worth more than £10m.

In practice, these onerous requirements have largely limited new leasing business to smaller projects below £1m. Detailed project opportunities have been slow to come in, according to the Finance and Leasing Association.

Interest in finding ways of satisfying Treasury criteria has also been dampened by the additional requirement to open public procurement con-

tracts to competitive bidding. In this notoriously secretive business, leasing companies have been reluctant to come forward with innovative forms of leasing which will then be exposed to competitors through tendering.

The main exception in this lack of progress has been in railway equipment. In the autumn statement, the chancellor gave British Rail the go-ahead to lease £150m of rolling stock in the run-up to privatisation. The two main UK manufacturers, ABB and GEC Alsthom, were invited to compete for the money to ensure maximum value for money.

The battle to win the contract raged for much of this year, spurred on by rivalry between the two BR divisions which stood to benefit from the new order. Last month, ministers announced that ABB had won the competition, with a contract that includes responsibility for financing, building and maintaining the trains - in addition to accepting the risk involved in the residual value of the rolling stock at the end of the deal.

This residual risk could have been a considerable one, given that once BR is privatised, passenger franchises are expected to be awarded for five to seven years, much less than the expected life of railway rolling stock.

However, the actual risk may have already been dimi-

ished by the creation of three new leasing companies to take over BR's existing rolling stock and lease it back to the franchisees. The franchise director will be able to direct franchisees to use particular types of rolling stock, so that it will be possible to write off investment in new equipment over a reasonable period.

The chance of ABB or any other lessor, being left with new rolling stock at the end of a franchise period, has thus been considerably reduced.

There is, however, to the full privatisation structure, will work rolling stock leasing much more attractive, according to Mr Ian Rogers of ABB's finance department. "There is an opportunity for us to be in the market for the next 10 years," he says. "We have been in the market for 10 years, and we have been successful. We have been successful in the market for 10 years, and we have been successful in the market for 10 years."

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Office equipment is feeling the squeeze, writes Peter Carty

## In the shadow of the recession

"IT'S a slow move out of recession: we're not seeing huge increases in new business," says Mr Roger Gazzard, managing director of Lloyds Bowmaker, Business Technology Finance. The sector is greatly dependent on small businesses, who in their turn have been particularly heavily hit.

Hard information on this market segment is difficult to come by. According to statistics from the Finance & Leasing Association, 6 per cent of the whole leasing market is represented by photocopiers, vending machines and fax machines. Other major categories of office equipment are personal computers and post room equipment.

Last year's total for new leasing business in office equipment and computers written by FLA members was £1.76bn, down from £2.48bn in

1991. However, included in these totals are sizeable computer installations which cannot really be regarded as office equipment in the same way as personal computers.

Business is mainly small ticket with consequent economies of scale. These are partly overcome

### Stories of small businesses driven under by onerous lease requirements

by lessors dealing with lessees through equipment suppliers, hence the tag "sales aid leasing". According to Mr Gazzard, "negotiating direct with the customer would put up the cost considerably".

Careful management is crucial. "While it's asset-based finance, the underlying depre-

ciation is high on the assets so there isn't very much by way of security covering you if a contract goes wrong," he explains.

Schroder Leasing has been in the market for 33 years, with around 60 per cent of turnover coming from office equipment. "It is a profitable market for lessors as long as they play the game properly," says Mr Jeff Addison, managing director. His company has minimised costs by developing sophisticated transaction processing and support systems - he calls it "the lifeblood of a small ticket sales aid leasing company".

Photocopiers have one of the biggest market shares, with around 160,000 UK installations each year and leasing a popular method of acquisition. But this area of the business has been embroiled in controversy for the last couple

of years. There are stories of small businesses driven under by the onerous lease requirements.

The sector may be soon due for tighter regulation. The Office of Fair Trading has conducted an inquiry and will publish a report in the near future. Sir Bryan Carsberg, the director-general, is unhappy with what he describes as "misplaced ingenuity" on the part of a number of dealers and finance houses.

The Finance & Leasing Association, which represents around 80 per cent of the industry, took its own steps to try and solve the problems some time ago. Guidance notes on sales aid leasing were issued to members in April 1992. The intention of the notes is to ensure that lease documentation is clear and that the customer is fully aware of the financial obligations under a

lease. "While I wouldn't say that the practices of all the lessors were of a reasonable enough standard they certainly have moved forward dramatically," says Lloyds Bowmaker's Mr Gazzard, who is also chairman of the FLA's small ticket leasing group. "The sorts of contracts you see now are clear, are unequivocal."

Mr Charlie Blacklock, manager of the Campaign to Clean Up Copier Contracts, launched in February last year, agrees that the industry has made progress. "The cost-per-copy contract is disappearing, people have realised that it is open to abuse," says Mr Blacklock. Cost-per-copy contracts have frequently overestimated a lessee's likely use of a machine and pushed up costs accordingly. "My own company will only write cost-per-copy contracts



Sir Bryan Carsberg: unhappy with "misplaced ingenuity" of dealers and finance houses

for customers of a reasonable size and with a constant copying requirement," says Mr Gazzard. He adds that throughout the industry cost-per-copy contracts are now generally used only for larger customers, and comprise less than 20 per cent

of all contracts. However, Mr Blacklock still receives an average of three calls a day from people who have fallen foul of copier contracts, some of which were signed with FLA members after the guidance notes were introduced. "There has been improvement but we still feel that there is a long way to go," he says.

Mr John Chapman, assistant director of the OFT's consumer affairs division, says that the report is likely to highlight continuing areas of concern. As well as photocopier contracts, to a lesser extent agreements for faxes, franking machines and vending machines are also causing disquiet.

"We've got about eight different areas where we still think there's quite a bit more to be done," he says. These include price escalation clauses, lengths of contracts, settlement conditions, cost-per-copy contracts and upgrading clauses. The OFT is also likely to call for greater overall transparency in contracts.

The OFT also has a consultation document out exploring the possibility of changes of the relationship of the Consumer Credit Act 1974 to businesses. At present it applies to sole traders and partnerships. One option is to extend its protection to companies, though removing businesses from its scope altogether is also being considered. In addition, a wider review of the content of the Act itself is in progress, with one prospect being to raise the limit on transactions within its

remit from £15,000 to £30,000. Lessors are not keen on extending the Act to cover companies. "I think that would be extremely bad for the small business user because it's going to put leasing companies in a very difficult position,"

Cost-per-copy contracts are disappearing: they comprise less than 20 per cent of all deals

says Mr Addison of Schroder Leasing. "It's going to take a huge amount of finance out of the market."

The FLA says some of the clauses would reduce the extent of finance available to businesses from its members, notably for small ticket leasing. For example, a borrower has the right to settle a regulated credit agreement early and some regulated hire agreements can be terminated after 18 months.

Others see some advantages. Mr Blacklock of the Campaign to Clean Up Copier Contracts thinks the "cooling off" period under the Act would be of benefit to businesses. The FLA, for its part, says that this could prevent businesses getting vital equipment quickly since lessors would be reluctant to supply until after the cooling off period.

In the meantime, included in the FLA sales aid guidance notes available from lessors is a check list for lessees which is well worth reviewing before entering into office equipment leases.

Alan Spence on the problems UK companies face in export leasing

## Field is not worth playing on

IN RECENT years the UK government has faced increasing pressure from exporters for greater support for their efforts, particularly as they claim that they often have to compete on an international playing field which is far from level.

To some extent, their appeals have been heard with, for example, government providing additional re-insurance support to buttress the services offered by short-term export credit insurers and by improving the cost and scope of medium-term cover offered by the country's official export credit insurer, the Export Credits Guarantee Department (ECGD).

This has gone some way towards levelling the playing field for exporters who argue that insurance and other official supports are often greater in competitor countries. However, one area where UK exporters continue to remain at a major disadvantage is in export leasing.

Here, it is not a question of an uneven playing field; the UK tax regime relating to cross-border asset leasing is such that it is scarcely worth UK exporters taking to the field at all.

Fundamentally, the problem is that only 10 per cent writing down allowances (WDAs) are available for assets leased on a cross-border basis compared with 25 per cent on domestic leases. Moreover, as the UK Finance and Leasing Association (FLA) points out, the eligibility of even this low level of WDAs is heavily restricted.

The current tax treatment of export leasing transactions has been in force since 1982. The previous year, members of the FLA wrote new leases for over-

### Leasing of equipment as a percentage of all UK investment in equipment 1981-92

Year	Leasing (£m)	Total (including other business lending) (£m)
1981	2,102 (11.1)	
1982	2,740 (13.3)	
1983	2,894 (12.9)	
1984	3,988 (15.3)	
1985	5,612 (18.5)	
1986	5,054 (18.3)	
1987	5,887 (18.5)	
1988	7,569 (18.6)	11,057 (27.5)
1989	8,290 (20.0)	13,223 (28.5)
1990	9,589 (20.4)	13,441 (28.6)
1991	9,719 (22.5)	12,675 (29.5)
1992	6,721 (22.5)	10,075 (23.3)
1992	7,576 (17.1)	11,808 (27.3)

The figures for 1992 are subject to amendment in the light of possible base relations of official statistics for equipment investment.

Sources: Central Statistical Office and Finance & Leasing Association

seas, customers valued at £572m - much of which represented leases to back sales of UK exports.

At current prices, the 1991 figure translates into business amounting to around £1.2bn - an amount which if, indeed, it

shines of export leasing which the Inland Revenue believed were giving rise to a significant leakage of tax revenue.

Not only do the rules involve a low writing down allowance of only 10 per cent, but the eligibility requirements for

Irksome, given the favourable climate for leasing fostered by governments in key competitor countries, such as the United States and Germany.

As Mr Sutton points out, favourable provision for the use of export leasing is written into the US Tax Code which permits companies exporting goods with a US content of greater than 50 per cent to structure leasing deals through an offshore domiciled special purpose company known as a Foreign Sales Corporation (FSC).

The economic benefits of utilising such a structure can result in savings equivalent to around 7 or 8 per cent of the price of the asset, says Mr Sutton. This can either be used to boost competitive advantage or profit margins or both.

Meanwhile, in Germany, for example, the value of an asset can be written down at between 20 to 25 per cent annually, though rates can vary significantly depending on the nature of the assets involved. Moreover, the terms of leases qualifying for such write-downs are generally considered much more flexible, according to the FLA's Mr Thompson.

The FLA is continuing to campaign for a change in the UK law on export leasing, which it says results in a significant loss to the UK balance of payments in terms of net earnings on leases and international market penetration by UK-manufactured goods.

An FLA delegation led by its chairman, Mr Tony Mallin of Hambros, has had three meetings with the Inland Revenue in recent months to discuss the situation. The FLA describes the meetings as "useful" and feels that the Revenue is seriously considering ways in which cross-border leasing can be made into a viable export facilitation technique. But the impression is that no significant change in tax treatment of export leases is imminent.

Another body which may become involved in lobbying the government for change is the British Exporters Association (Bexa), which groups

### Consumer finance: new lending 1991-92

#### Direct finance

Personal loans (unsecured)	£1.55-4m
Personal loans (secured)	£1.55-2m
Revolving credit	£1.27
Mortgages	£253
Home improvements	£216m
Store instalment credit	£671
Store cards	£2,662
Cash	£3,949
Other point of sale	£312

Sources: Finance and Leasing Association

together manufacturers and bankers. Mr Keith Johnson, its chairman, says that Bexa, which has been instrumental in, for example, lobbying for increased government support for export credit insurance, may apply its own pressure if UK exporters remain at a com-

petitive disadvantage in this area of export funding.

Alan Spence is Editor, International Trade Finance, a fortnightly newsletter published by Financial Times Business Enterprises Ltd.

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## UK LEASING AND ASSET FINANCE VI

Robert Alldis finds that companies are now being made more aware of the industry

## Big ticket players take the risks

FINANCE directors of small and medium sized companies are not fully aware of the benefits of leasing, believes Mr Tony Mallin, chairman of the Finance and Leasing Association and vice-chairman of Hambros Bank.

The FLA reckons leasing and hire purchase represents around 23 per cent of total investment in fixed plant and machinery. But the association is now working hard to make companies more aware of its industry.

The FLA is currently circulating, through Department of Trade and Industry sponsored outlets, information on the benefits of leasing. But more can still be known - so what can finance and leasing companies do and offer?

The major league ("big ticket") players are led by Lombard North Central, part of the National Westminster Bank group. Mr Peter Torrance, its director of marketing of business finance, estimates his company's asset base is worth around £8bn. But though Lombard North is big - and with the largest leasing sales force in the UK - Mr

Torrance emphasises the value of maintaining a specialised and customer-based service: "Nearly all our work is done direct, face-to-face and we do relatively little via brokers. We see our strength as coming from the specialist coverage offered by our sales force."

Lombard North offers customers a full range of lease/purchase packages (currently it helps finance a wide number of specialist contract hire services including vehicle hire, fork-lift truck hire and PC systems hire). But on the finance leasing side and bigger ticket deals, the size of Lombard North's asset base means that it has a tax capacity big enough to enable clients to get their tax allowances early.

More recently, Lombard North has linked up with GATX (Asset Residual Management) - an UK offshoot of GATX of the US - to help com-

panies lay off their residual risk profile. Mr Torrance explains: "In car contract hire for example, you are providing not just the finance, but also the ordering of the vehicle, servicing and maintenance and so on. But at the end of the contract, the car is returned, and the contracting company now

**The size of its asset base enables clients to get tax allowances early**

has to get rid of it either at a profit, break-even or loss."

If the lessor, when initially negotiating the contract, overestimates the value of the car at the end of the contractual period, he or she will be out of pocket. The accuracy (or otherwise) of the estimate is the lessor's "residual risk".

As such estimates are diffi-

cult in nearly all but a few sectors where there is sufficient volume or a healthy second-hand market (such as motor cars and some printing products), leasing companies are reluctant to take on that risk profile. So, Lombard North Central and GATX are now offering residual risk guarantees to lessors as a form of insurance. Mr Torrance says that this should eventually make it easier for leasing companies to extend their product leasing portfolios into new sectors.

At Barclays Mercantile Business Finance (BMBF), Mr John Callender, the managing director, estimates his risk profile is worth around £250m out of an overall small-ticket portfolio of £1.5bn. The bank arranges for this risk to be taken on either by itself or by a third party. BMBF also has 50 per cent of the agricultural leasing market

through its Highland business, which, including its big ticket operations, brings the total portfolio nearer £8bn.

As a big ticket finance company, "BMBF is one of the few leasing businesses that focuses entirely on the corporate market," Mr Callender says. Like Lombard North, he is aware of the need to be conscious of his client's needs: "Our principal aim is to get closer to the customer and structure the lease accordingly."

Leasing companies are therefore tetchy when accused of offering an inflexible package which will tie a client into an investment (echoed by dubious practices in the photocopier leasing market) that he or she has not really thought through.

Rather, leasing companies - by developing sales forces - reflect the specific requirements of the client. "The lessor

can structure the risk on the residual so it is shared, with the risk on credit being taken by the financier," says Hambros' Mr Mallin. Leasing companies now offer a tailor-made product which includes all elements of its services to the client in a single deal. But this does not mean

**They are tetchy when accused of offering an inflexible package**

you have to be big to offer a flexible product.

ING Lease (UK) is one of a number of foreign leasing companies operating in Britain. ING's basic product area is in the block discount market, explains Mr Roy Royer, senior manager in charge of its market department in London. The company is run separately

from ING Bank's London operations, reporting directly to Amsterdam.

ING Lease opened its doors in London three years ago and has built the size of its UK portfolio to around £260m pounds. Mr Royer says his company's leasing business now covers the UK, with most of its clients coming through referral by intermediaries, vendors or other banks. As they are not restricted to a set package or rate charge, ING's 33-strong asset finance team (all skilled in every part of the leasing deal) can perhaps offer a total and less bureaucratic service than a big UK leasing company.

But foreign banks are unlikely ever to become big players in the UK finance and leasing market since, says a lessor at another foreign bank, "To have the UK tax capacity, the lessor has to be

incorporated there. However, it is not just the banks that are making the leasing in the leasing market. A number of manufacturing companies have also set up their own leasing operations to help sell their product."

Two leaders major players have been Kodak and Xerox. Both offer captive lease products and avoid using any dealer network in the photocopier market. According to Mr David Melville, manager of Kodak Finance, his company's lease book is now worth around £50m since it started leasing in 1989. And Xerox, which is now a range of packages, straight rental, cost per page lease/purchase, Mr Royer, general manager of Xerox Finance, estimates the 80 per cent of his sales are now financed through leasing.

Similar growth in the leasing market has also been happening in the automotive sector. Mercedes-Benz Finance, for instance, since it started operations in late 1990, has financed one in four of its passenger car and commercial vehicle registrations.

## THE LEASING PROFESSIONALS

## Where bankers fear to tread

THE UK leasing industry has turned into a highly professional and entrepreneurial operation.

It thrived on the financial deregulation of the 1980s and has adopted innovative practices developed in the US leasing market.

Since the merger of the Finance House and the Equipment Leasing Association at the start of 1992, the full membership of the new Finance Leasing Association (FLA) is 106, accounting for around 80 per cent of all leasing companies.

Mr Tony Mallin, chairman of the FLA and vice-chairman of Hambros Bank, believes that, for small and medium sized companies coming out of recession, leasing offers a cheap and stable form of asset finance. "Leasing is one of the few forms of finance that is fixed to the total cost of the asset and covers a reasonable period of time," he says.

Banks would rarely lend small companies funds for 100

per cent of the asset value, over say, a five-year period. But the leasing industry specialised in doing this for the full working life of the asset, he said. When the going got tough for a small company, a bank could quickly call in the overdraft, and put it into receivership. But, says Mr Mallin, "we are committed for the life of the project."

**"You will always get fringe operators who indulge in excesses"**

Mr Mallin has seen the business change dramatically in the last 15 years. In 1978, he joined the leasing department at Hambros Bank as a member of its marketing and business development operations. In 1981, he moved to Australia to develop an asset finance and leasing unit in Sydney, and worked on the last leverage lease in the country - a Boeing 747 leased to Cathay Pacific.

By 1986, he was back in the UK and was made managing director of Hambros Leasing. And by 1991 he was made vice chairman of the bank and in May 1993 chairman of the FLA.

"The industry is moving towards a service-oriented financing," he says. Previously (in the period of 100 per cent capital allowances) it was mostly passive finance. The loss of the full tax allowance made lessors far more proactive in taking on residual risk. Now they were "embracing service into the financing of an asset".

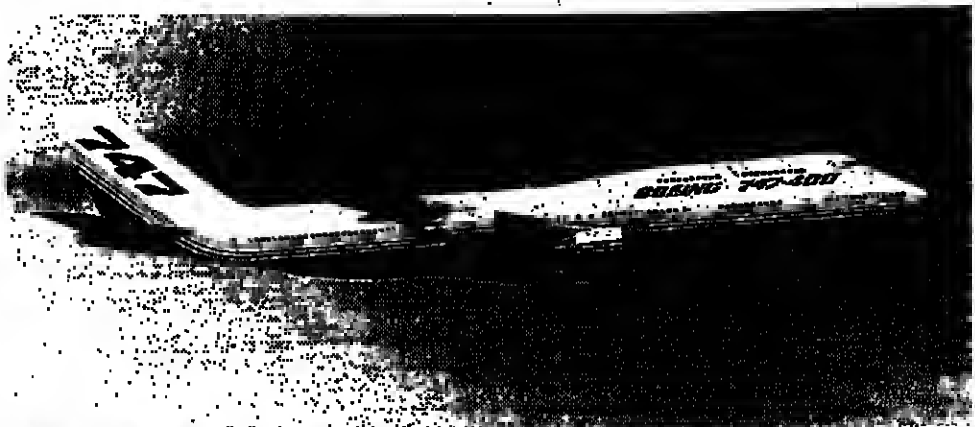
The industry's best years were in the mid-1980s despite sombre forecasts that the industry would never recover from the loss of the full allowance. Mr David Melville, managing director at Kodak Finance, agrees: "I remember seminars then with people saying that this would be the end of leasing as the tax-based incentives weren't there. But, instead we went into our boom years."

As the economy turns, the professional lessors are confident that they are best placed to re-equip the small and medium-sized manufacturers cost-effectively. According to Mr John Callender, managing director of Barclays Mercantile Business Finance, "the middle business market is a very important area for us... Demand, though not storming ahead, has picked up a little bit mainly in the north, north-west and the midlands."

Kodak's Mr Melville goes further, saying that if the UK did not have a leasing industry, "it would be in serious difficulties in respect to the amount of investment, as banks have not been prepared to lend to small or medium-sized businesses to the extent necessary".

All the professionals, however, have been chilled by the experience of questionable practices in the photocopier market and recognise it has tarnished - unfairly they say - their image.

"In the financing market you



A Boeing 747 can feature in a leverage lease, but now the industry is focusing on service-oriented financing

will always get fringe operators who will indulge in excesses. But the job of the industry is to regulate itself. Once we are aware of the problem it will be dealt with efficiently," says Mr Mallin. The FLA has now set up an independent tribunal and conciliation service to hear complaints against its members. If the member is found to have breached the guidelines, the FLA will revoke its membership.

Recent proposals by the Accounting Standards Committee to decide which leases are included on the balance sheet

are also a bone of contention among professionals. And pointing to the failures of operating leasing companies such as Atlantic Computers, Blackspur, ICS and GPA, Mr Mallin says the real problem lay with income recognition and not whether the lease was on or off-balance sheet. "If the accountancy profession starts to put stringent rules on leases, this will cause banks and financial institutions to rein back just at the time when the economy is picking up," he warns.

For the future, the leasing professionals are watching

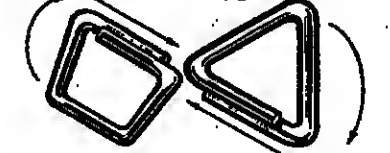
developments in the public sector privatisation. They want their share of the action - but know that, despite promises, the government has so far been slow to act. British Rail privatisation still remains fraught with difficulties. Many professionals are worried by how the government is going to help ease any "weak points" that arise from a change in franchise. "Everyone would like to see it work, but I think there are still a number of issues to be ironed out," says Mr Peter Torrance, director of marketing of business finance at Lombard North Central.

Robert Alldis

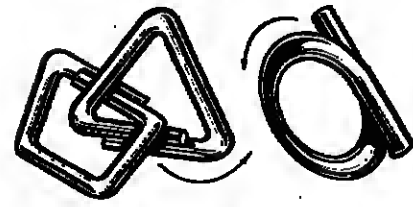
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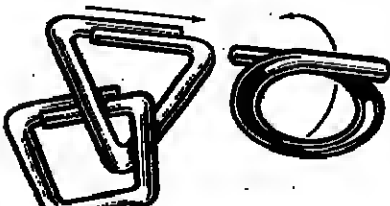
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